



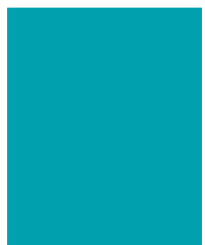
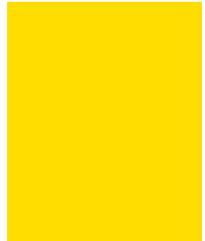
Planning Documents

Florida Department of Health in Polk County **Strategic Plan 2019-2022**



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Governor

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Executive Summary

The Florida Department of Health in Polk County (FDOH-Polk) initiated a new strategic planning process in March 2018 to define the direction and course for the next four years. This document details the FDOH-Polk 2019-2022 Strategic Plan, which will run from January 1, 2019 – December 31, 2022.

The FDOH-Polk strategic planning team, comprised of senior leadership and programmatic supervisors from Polk County Health Department (CHD) held meetings to review local CHD organizational priorities addressing Maternal/Child Health, Chronic Diseases, Immunizations, Infectious Diseases, Injury Prevention, Emerging Public Health Threats, and Mental Health and Substance Abuse in order to align local strategic planning efforts with the Florida Department of Health's seven agency strategic priorities to fulfill FDOH's mission, vision, and values.

Mission – Why do we exist?

To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.

Vision – What do we want to achieve?

To be the Healthiest State in the Nation.

Values – What do we use to achieve our mission and vision?

- I**nnovation: We search for creative solutions and manage resources wisely.
- C**ollaboration: We use teamwork to achieve common goals & solve problems.
- A**ccountability: We perform with integrity & respect.
- R**esponsiveness: We achieve our mission by serving our customers & engaging our partners.
- E**xcellence: We promote quality outcomes through learning & continuous performance improvement.

This is a living document that will be evaluated and updated regularly to address new challenges posed by the changing environment of public health in Polk County. The Health Officer championed the planning process by involving internal stakeholders assigned to the strategic planning team over a year-long period.

Guiding principles the team was encouraged to keep in mind:

- Children, adults, and families are at the center of public health activities.
- Individuals, families, businesses, schools, civic organizations, faith-based groups and local government are responsible for child, adult, family and community health.
- Social determinants dominate health outcomes.
- Health equity promotion is part of every public health activity.
- Interventions to promote public health are evidence-based and community supported.

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Planning Summary

The FDOH-Polk Strategic Planning Team, comprised of senior leadership, program and department representatives, were brought together to develop the Strategic Plan and ensure the preservation of Florida Department of Health's mission, vision, and values. The strategic planning team first laid out the framework for the plan based on the FDOH seven agency priorities and then conducted a SWOT Analysis.

The SWOT Analysis considered the agency internal strengths and weaknesses and external opportunities and threats. Capacity for the following areas were considered throughout the SWOT Analysis and key discussions:

- Information Management
- Workforce Development
- Communication (including branding)
- Financial Stability

To allow for greater inclusion of program and department leaders, the team was expanded to include line staff and divided into four groups to assess priorities and craft objectives and strategies. The groups formed included:

- Group 1: Maternal Health, Child Health, and Immunizations
- Group 2: Chronic Diseases and Injury Prevention
- Group 3: Infectious Diseases, Emerging Public Health Threats, Mental Health & Substance Abuse
- Group 4: Effective Agency Processes

Within each of these groups, relevant updated Community Health Assessment (CHA) data was provided to staff for review. Community Health Improvement Planners were present in all group meetings to ensure alignment with DOH-Polk's Community Health Improvement Plan (CHIP).

As an overarching issue, health equity was addressed within each group throughout the strategic planning process. The team reviewed the organizational priorities and answered the following questions:

- What are we currently working on?
- Who is working on this internally?
- What community partnerships are involved?
- What are some potential new opportunities?

The strategic planning team decided to align with the following four state strategic priority areas:

- Health equity
- Long, healthy life
- Readiness for emerging health threats
- Effective agency processes

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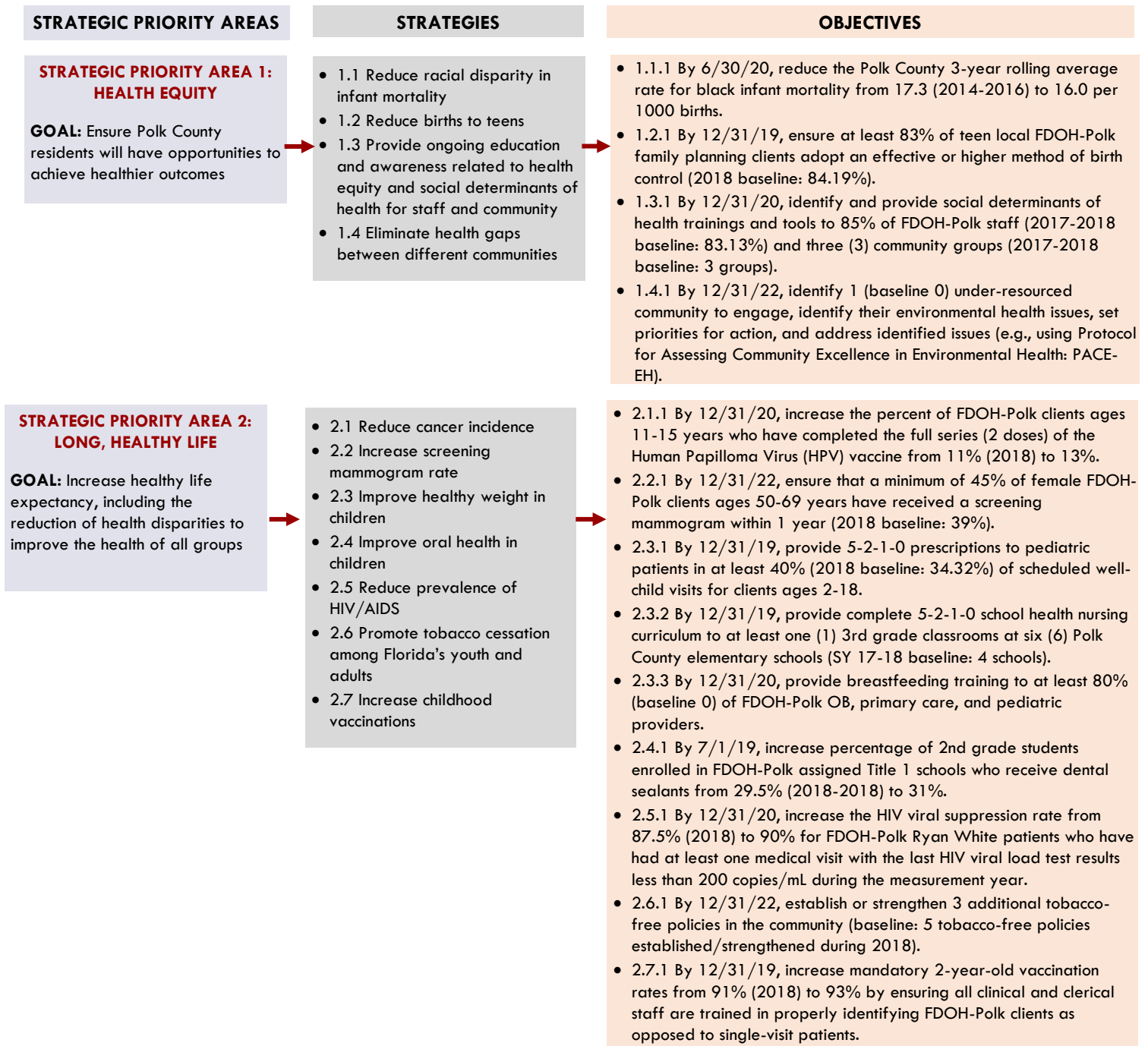
Program managers provided input and feedback on the goals and strategies, and measurable objectives were developed. Staff were assigned as leads for each objective. The revised proposal was then routed back to the executive leadership team for comment and approval. The following is a schedule of the strategic planning process:

DATE	MEETING TOPIC	ATTENDEES
March 7, 2018	Conduct SWOT Analysis: Strengths	Health Officer and Executive Leadership Team
March 16, 2018	Conduct SWOT Analysis: Weaknesses & Strengths	Health Officer and Strategic Planning Team
April 13, 2018	Conduct SWOT Analysis: Opportunities & Threats	Health Officer and Strategic Planning Team
July 11, 2018	Priorities Assessment – Health Equity, Infectious Diseases, Emerging Public Health Threats, Mental Health, & Substance Abuse	Health Officer and Strategic Planning Team Group 3
July 16, 2018	Priorities Assessment – Health Equity, Maternal Child Health, Immunizations, Chronic Diseases, & Injury Prevention	Health Officer and Strategic Planning Team Group 1 & 2
July 30, 2018	Strategies & Objectives and Identify Leads – Health Equity, Maternal Child Health, Immunizations, Chronic Diseases, & Injury Prevention	Health Officer and Strategic Planning Team Group 1 & 2
August 1, 2018	Priorities Assessment and Create Strategies & Objectives and Identify Leads – Effective Agency Processes	Health Officer and Strategic Planning Team Group 4
August 6, 2018	Strategies & Objectives and Identify Leads – Health Equity, Infectious Diseases, Emerging Public Health Threats, Mental Health, & Substance Abuse	Health Officer and Strategic Planning Team Group 3
September 10, 2018	Strategies & Objectives and Identify Leads – Health Equity, Maternal Child Health, Immunizations, Chronic Diseases, & Injury Prevention	Health Officer and Strategic Planning Team Group 1 & 2
September 20, 2018	Update on Strategic Plan Objectives that will continue in new 2019-2022 Strategic Plan	Health Officer and Performance Management Council
November 15, 2018	Review and close-out of 2016-2018 Strategic Plan Update on draft of 2019-2022 Strategic Priorities	Health Officer and Performance Management Council
January/February 2019	Meetings with Strategy Leads to finalize Objectives and ensure Action Plans are in place	Strategic Plan Manager and Strategy Leads
March 6, 2019	Review and approve final draft of Agency Strategic Plan goals and objectives	Health Officer and Executive Leadership Team
March 21, 2019	Review and approve final draft of Agency Strategic Plan goals and objectives	Health Officer and Performance Management Council
March 25, 2019	Post Agency Strategic Plan to CHD internal and external web pages	Communications
March 25, 2019	Upload Agency Strategic Plan to State Accreditation Site	Strategic Plan Manager

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Strategy Map



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STRATEGIC PRIORITY AREAS

STRATEGIES

OBJECTIVES

STRATEGIC PRIORITY AREA 3: READINESS FOR EMERGING HEALTH THREATS

GOAL: Demonstrate readiness for emerging health threats

- 3.1 Increase vaccination rates in adults.
- 3.2 Increase agency and community readiness for emerging health threats.
- 3.3 Increase preparedness for emerging public health threats.

- 3.1.1 By 4/30/19, conduct 10 influenza vaccination outreach events to high-risk populations (2017-2018 flu season baseline: 8 high-risk influenza outreach events).
- 3.1.2 By 12/31/22, increase the Hepatitis B vaccination rate from 80% (2018) to 90% for FDOH-Polk Ryan White patients who completed the vaccination series for Hepatitis B or have documentation of having immunity for Hepatitis B.
- 3.2.1 By 6/30/19, establish a call center team to assist Epidemiology during a public health emergency, conduct a training and exercise to assess its capabilities, and perform an annual review to ensure key components (e.g., sufficient numbers of trained staff and functioning equipment) remain in place (baseline: not established).
- 3.3.1 By 12/31/20, establish an additional 2 Closed Points of Dispensing (PODs) in Polk County (increase from 3 to 5 closed PODs).

STRATEGIC PRIORITY AREA 4: EFFECTIVE AGENCY PROCESSES

GOAL: Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices, and a culture of quality

- 4.1 Ensure effective agency operations
- 4.2 Ensure CHD is functioning within its annual operating budget
- 4.3 Produce and implement a workforce development plan
- 4.4 Conduct a community health assessment (CHA)
- 4.5 Develop, implement, and monitor a community health improvement plan (CHIP)
- 4.6 Establish a culture of quality using evidence-based strategies

- 4.1.1 For 2019, ensure a minimum of 80% for the 12-month rolling employee retention rate for CS and SES new hires (2018 baseline: 90.3%).
- 4.1.2 By 12/31/21, increase the ACEHS from 86% to 90%.
- 4.2.1 By June 30 of each year, maintain FDOH-Polk Cash Balance between 3% and 10% (2018 baseline: 7.40%).
- 4.3.1 By 12/31/19, create, implement, and monitor a local workforce development plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 8.1 and 8.2 and produce an annual progress report and revisions (baseline: no WFD plan).
- 4.4.1 By 6/30/20, conduct a community health assessment that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 1.1 and 1.3 (current CHA 2015).
- 4.5.1 By 12/31/20, complete implementation of 2016-2020 community health improvement plan (CHIP) and develop a new CHIP that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 5.1 and 5.2 and produce 2 annual progress reports and revisions on 2016-2020 CHIP (2018 annual progress report and revisions submitted 1/16/18 and 1/3/18).
- 4.6.1 By 4/30/19, submit at least one Tax Watch Productivity Award nomination (4 submitted between 2014-2018).
- 4.6.2 By 9/30/19, implement a local Quality Improvement Plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measure 9.2 and produce an annual progress report (2018 annual progress report submitted 9/28/18).

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Strategic Priorities

Strategic Priority Area 1: Health Equity

Goal 1: Ensure Polk County residents will have opportunities to achieve healthier outcomes

Strategy	Objective
1.1 Reduce racial disparity in infant mortality	<p>1.1.1 By 6/30/20, reduce the Polk County 3-year rolling average rate for black infant mortality from 17.3 (2014-2016) to 16.0 per 1000 births.</p> <p>Lead: Dee Zervas, Healthy Start Program Manager Responsible Unit(s): Healthy Start, WIC, Florida Healthy Babies Team</p>
1.2 Reduce births to teens	<p>1.2.1 By 12/31/19, ensure at least 83% of teen local FDOH-Polk family planning clients adopt an effective or higher method of birth control (2018 baseline: 84.19%).</p> <p>Lead: Jennifer Dickinson, RN, Senior Community Health Nursing Supervisor Responsible Unit(s): Family Planning Committee</p>
1.3 Provide ongoing education and awareness related to health equity and social determinants of health for staff and community	<p>1.3.1 By 12/31/20, identify and provide social determinants of health trainings and tools to 85% of FDOH-Polk staff (2017-2018 baseline: 83.13%) and three (3) community groups (2017-2018 baseline: 3 groups).</p> <p>Lead: Taylor Freeman, Public Health Planning Manager Responsible Unit(s): Community Health Services, Workforce Development</p>
1.4 Eliminate health gaps between different communities	<p>1.4.1 By 12/31/22, identify 1 (baseline 0) under-resourced community to engage, identify their environmental health issues, set priorities for action, and address identified issues (e.g., using Protocol for Assessing Community Excellence in Environmental Health: PACE-EH).</p> <p>Lead: Cynthia Goldstein, Environmental Health Director Responsible Unit(s): Environmental Health</p>

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Strategic Priority Area 2: Long, Healthy Life

Goal 2: Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups.

Strategy	Objective
2.1 Reduce cancer risk	<p>2.1.1 By 12/31/20, increase the percent of FDOH-Polk clients ages 11-15 years who have completed the full series (2 doses) of the Human Papilloma Virus (HPV) vaccine from 11% (2018) to 13%.</p> <p>Lead: Monica Guy, LPN, Vaccine Coordinator Responsible Unit(s): Immunization Program Office</p>
2.2 Increase screening mammogram rate	<p>2.2.1 By 12/31/22, ensure that a minimum of 45% of female FDOH-Polk clients ages 50-69 years have received a screening mammogram within 1 year (2018 baseline: 39%).</p> <p>Lead: Jill Hoagland, RN, Assistant Nursing Director Responsible Unit(s): Adult Health, Accounts Receivable</p>
2.3 Improve healthy weight in children	<p>2.3.1 By 12/31/19, provide 5-2-1-0 prescriptions to pediatric patients in at least 40% (2018 baseline: 34.32%) of scheduled well-child visits for clients ages 2-18.</p> <p>Lead: William “Buzz” Hall, RN, Senior Community Health Nursing Supervisor Responsible Unit(s): Pediatrics</p>
	<p>2.3.2 By 5/31/19, provide complete 5-2-1-0 school health nursing curriculum to at least one (1) 3rd grade classroom at 6 Polk County elementary schools (SY 17-18 baseline: 4 schools).</p> <p>Lead: Deanna Kirkland, RN, School Health Nursing Supervisor Responsible Unit(s): School Health</p>
	<p>2.3.3 By 12/31/20, provide breastfeeding training to at least 80% (baseline 0) of FDOH-Polk OB, primary care, and pediatric providers.</p> <p>Lead: Christine Smith, IBCLC, Breastfeeding Coordinator Responsible Unit(s): WIC/Nutrition Division</p>

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2.4 Improve oral health in children	<p>2.4.1 By 7/1/19, increase percentage of 2nd grade students enrolled in FDOH-Polk assigned Title I schools who receive dental sealants from 29.5% (2017-2018) to 31%.</p> <p>Lead: Tonja Johnson, Dental Program Manager Responsible Unit(s): Dental</p>
2.5 Reduce prevalence of HIV/AIDS	<p>2.5.1 By 12/31/20, increase the HIV viral suppression rate from 87.5% (2018) to 90% for FDOH-Polk Ryan White patients who have had at least one medical visit with the last HIV viral load test results less than 200 copies/mL during the measurement year.</p> <p>Lead: Leroy Dux, Specialty Care Clinic Health Center Administrator Responsible Unit(s): Nursing, Case Management, Linkage to Care Coordinator, Data Management/Analysis</p>
2.6 Promote tobacco cessation among Florida's youth and adults	<p>2.6.1 By 12/31/22, establish or strengthen 3 additional tobacco-free policies in the community (baseline: 5 tobacco-free policies established/strengthened during 2018).</p> <p>Lead: Juli Davis, Tobacco Program Manager Responsible Unit(s): Tobacco Prevention</p>
2.7 Increase childhood vaccinations	<p>2.7.1 By 12/31/19, increase mandatory 2-year old vaccination rates from 91% (2018) to 93% by ensuring all clinical and clerical staff are trained in properly identifying DOH clients as opposed to single-visit patients.</p> <p>Lead: Tammy Durden, RN, Director of Nursing & Community Health Services Responsible Unit(s): Immunization Program Office, Clinics</p>

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Strategic Priority Area 3: Readiness for Emerging Health Threats

Goal 3: Demonstrate readiness for emerging health threats.

Strategy	Objective
3.1 Increase vaccination rates in adults	3.1.1 By 4/30/19, conduct 10 influenza vaccination outreach events to high-risk populations (2017-2018 flu season baseline: 8 high-risk outreach events). Lead: Maria Castro, RN, Senior Community Health Nurse Responsible Unit(s): Immunizations
	3.1.2 By 12/31/22, increase the Hepatitis B vaccination rate from 80% (2018) to 90% for FDOH-Polk Ryan White patients who completed the vaccination series for Hepatitis B or have documentation of having immunity for Hepatitis B. Lead: Monica Guy, LPN, Vaccine Coordinator Responsible Unit(s): Immunization Program Office, Specialty Care Clinic
3.2 Increase agency and community readiness for emerging health threats.	3.2.1 By 6/30/19, establish a call center team to assist Epidemiology during a public health emergency, conduct a training and exercise to assess its capabilities, and perform an annual review to ensure key components (e.g., sufficient numbers of trained staff and functioning equipment) remain in place (baseline: not established). Lead: Greg Danyluk, Epidemiologist Responsible Unit(s): Epidemiology, Communications, IT, Community Health Services
3.3 Increase preparedness for emerging public health threats.	3.3.1 By 12/31/20, establish an additional 2 Closed Points of Dispensing (PODs) in Polk County (increase from 3 to 5 Closed PODs). Lead: Jennifer Brandow, Public Health Preparedness Planner Responsible Unit(s): Preparedness

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Strategic Priority Area 4: Effective Agency Processes

Goal 4: Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and a culture of quality.

Strategy	Objective
4.1 Ensure effective agency operations	4.1.1 For 2019, ensure a minimum of 80% for the 12-month rolling employee retention rate for CS and SES new hires (2018 baseline: 90.3%). Lead: Joanna Fowler, Workforce Development Coordinator Responsible Unit(s): Workforce Development
	4.1.2 By 12/31/21, increase the ACEHS from 86% to 90%. Lead: Cynthia Goldstein, Environmental Health Director Responsible Unit(s): Environmental Health
4.2 Ensure CHD is functioning within its annual operating budget	4.2.1 By June 30 of each year, maintain DOH-Polk Cash Balance between 3% and 10% (2018 baseline: 7.40%). Lead: Sonny Register, Assistant Director Responsible Unit(s): Finance & Accounting Office
4.3 Produce & implement a workforce development plan	4.3.1 By 12/31/19, create, implement, and monitor a local workforce development plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 8.1 and 8.2 and produce an annual progress report and revisions (baseline: no WFD plan). Lead: Joanna Fowler, Workforce Development Coordinator Responsible Unit(s): Workforce Development
4.4 Conduct a community health assessment (CHA)	4.4.1 By 6/30/20, conduct a community health assessment that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 1.1 and 1.3 (current CHA 2015). Lead: Taylor Freeman, Public Health Planning Manager Responsible Unit(s): Community Health Services

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Strategy	Objective
4.5 Develop, implement, and monitor a community health improvement plan (CHIP)	<p>4.5.1 By 12/31/20 complete implementation of 2016-2020 community health improvement plan (CHIP) and develop a new CHIP that meets the necessary requirements from the Public Health Accreditation Board listed in Measure 5.1 and 5.2 and produce 2 annual progress reports and revisions on 2016-2020 CHIP (2018 annual progress report and revisions submitted 1/16/18 and 1/3/18).</p> <p>Lead: Jenna Levine, Public Health Planning Manager Responsible Unit(s): Community Health Services</p>
	<p>4.6.1 By 4/30/19, submit at least one Tax Watch Productivity Award nomination (4 submitted between 2014-2018).</p> <p>Lead: Sylvie Grimes, Quality Assurance Manager Responsible Unit(s): Performance Management/Quality Assurance</p>
4.6 Establish a culture of quality using evidence-based strategies	<p>4.6.2 By 09/30/19, implement a local Quality Improvement Plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measure 9.2 and produce an annual progress report (2018 annual progress report submitted 9/28/18).</p> <p>Lead: Sylvie Grimes, Quality Assurance Manager Responsible Unit(s): Performance Management/Quality Assurance</p>

APPENDIX A
Strategic Planning Participants

The Florida Department of Health in Polk County 2019-2022 Agency Strategic Planning Participants

Jennifer Brandow
Public Health Preparedness Planner

Greg Danyluk
Epidemiologist

Juli Davis
Tobacco Program Manager

Jennifer Dickinson
Senior Community Health Nursing Supervisor

Beverly Dodson
Registered Nursing Consultant

Tammy Durden
Director of Nursing & Community Health Services

Leroy Dux
Specialty Care Clinic Health Center Administrator

Joanna Fowler
Workforce Development Coordinator

Taylor Freeman
Public Health Planning Manager

Cynthia Goldstein
Environmental Health Director

Sylvie Grimes
Quality Assurance Manager

Monica Guy
Vaccine Coordinator

William "Buzz" Hall
Senior Community Health Nursing Supervisor

Doug Harvey
Clinical Director

Jill Hoagland
Assistant Nursing Director

Joy Jackson, MD
Director & Health Officer

Tonja Johnson
Dental Program Manager

Deanna Kirkland
School Health Nursing Supervisor

Jenna Levine
Public Health Planning Manager

Leslie McKay
Epidemiologist

Sonny Register
Assistant Director

Udomsak "Kat" Rittichaikul
Human Services Program Consultant

Scott Sjoblom
eHealth and Communications Director

Christine Smith
Breastfeeding Coordinator

Roselyn Smith
Healthy Start Supervisor

Arcelia Whitley
Legal Assistant

Suzanne Wright
WIC/Nutrition Director

Dee Zerfas
Healthy Start Program Manager

APPENDIX B

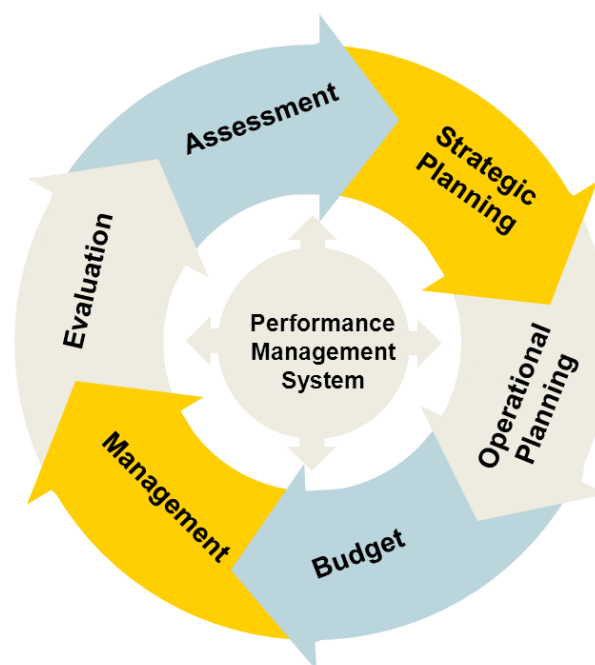
Monitoring Summary

Monitoring Summary

As depicted in the image below, strategic planning is a key component of the larger performance management system. This statewide performance management system is the cornerstone of the Department's organizational culture of accountability and performance excellence. FDOH-Polk's Performance Management Council (PMC) consists of the Health Officer, Assistant Health Department Director, Division Directors, Quality Assurance staff, and Public Health Planning Managers. This council is responsible for measuring, monitoring, and reporting progress on the goals and objectives of the Strategic Plan, Community Health Improvement Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation, and general performance management. The Council meets every other month to advise and guide the creation, deployment, and continuous monitoring and evaluation of the County Health Department's performance management system and its components.

Each objective within the Strategic Plan has been assigned to a lead for implementation and quarterly reporting on progress toward goals. In addition to monitoring at PMC meetings, the Strategic Plan Manager has established a process for quarterly reporting with all Strategic Plan Leads. Each Strategic Plan Lead has been asked to create an action plan detailing the activities that support implementation of the strategy used to meet the objective's target and the individuals and organizational units that have accepted responsibility for them. The Plan Manager will reach out to Strategy Leads quarterly to request updates on each objective. These reports will then be compiled into a spreadsheet for data tracking. Annually, a strategic plan progress report will be approved by the Council, assessing progress toward reaching goals, objectives and achievements for the year. The Plan will be reviewed each year, based on an assessment of availability of resources, data, community readiness, the current progress and the alignment of goals, and revised as necessary.

Planning for the next Strategic Plan will begin in 2021 to ensure there are no gaps between the end date of this plan and the beginning date of the new plan.



APPENDIX C

Plan Alignment

Plan Alignment

#	Objective	Organizational Priorities	State Strategic Plan/ CHIP/ QI Plan	Source
1.1.1	By 6/30/20, reduce the Polk County 3-year rolling average rate for black infant mortality from 17.3 (2014-2016) to 16.0 per 1000 births.	Maternal/Child Health	State Strategic Plan/ CHIP	FL Health CHARTS
1.2.1	By 12/31/19, ensure at least 83% of teen local FDOH-Polk family planning clients adopt an effective or higher method of birth control (2018 baseline: 84.19%).	Maternal/Child Health		HMS
1.3.1	By 12/31/20, identify and provide social determinants of health trainings and tools to 85% of FDOH-Polk staff (2017-2018 baseline: 83.13%) and three (3) community groups (2017-2018 baseline: 3 groups).	Health Equity	State Strategic Plan	Local Tracking
1.4.1	By 12/31/22, identify 1 (baseline 0) under-resourced community to engage, identify their environmental health issues, set priorities for action, and address identified issues (e.g., using Protocol for Assessing Community Excellence in Environmental Health: PACE-EH).	Health Equity	State Strategic Plan	Local Tracking
2.1.1	By 12/31/20, increase the percent of DOH-Polk clients ages 11-15 years who have completed the full series (2 doses) of the Human Papilloma Virus (HPV) vaccine from 11% (2018) to 13%.	Immunizations, Chronic Diseases, Infectious Diseases	State Strategic Plan / QI Plan	FL SHOTS
2.2.1	By 12/31/2022, ensure that a minimum of 45% of female FDOH-Polk clients ages 50-69 years have received a screening mammogram within 1 year (2018 baseline: 39%).	Chronic Diseases	QI Plan	HMS
2.3.1	By 12/31/19, provide 5-2-1-0 prescriptions to pediatric patients in at least 40% (2018 baseline: 34.32%) of scheduled well-child visits for clients ages 2-18.	Maternal/Child Health, Chronic Diseases	CHIP / State Strategic Plan	HMS & Local Tracking
2.3.2	By 5/31/19, provide complete 5-2-1-0 school health nursing curriculum to at least one (1) 3 rd grade classroom at 6 Polk County elementary schools (SY 17-18 baseline: 4 schools).	Maternal/Child Health, Chronic Diseases	CHIP / State Strategic Plan	Local Tracking
2.3.3	By 12/31/20, provide breastfeeding training to at least 80% (baseline 0) of FDOH-Polk OB, primary care, and pediatric providers.	Maternal/Child Health, Chronic Diseases	CHIP / State Strategic Plan	Local Tracking
2.4.1	By 7/1/19, increase percentage of 2 nd grade students enrolled in FDOH-Polk assigned Title I schools who receive dental sealants from 29.5% (2017-2018) to 31%.	Maternal/Child Health		FLOSS
2.5.1	By 12/31/20, increase the HIV viral suppression rate from 87.5% (2018) to 90% for FDOH-Polk Ryan White patients who have had at least one medical visit with the last HIV viral load test results less than 200 copies/mL during the measurement year.	Chronic Diseases, Infectious Diseases	State Strategic Plan	Local Tracking

#	Objective	Organizational Priorities	State Strategic Plan/ CHIP/ QI Plan	Source
2.6.1	By 12/31/22, establish or strengthen 3 additional tobacco-free policies in the community (baseline: 5 tobacco-free policies established/strengthened during 2018).	Chronic Diseases; Emerging PH Threats	State Strategic Plan	ATACS
2.7.1	By 12/31/19, increase mandatory 2-year old vaccination rates from 91% (2018) to 93% by ensuring all clinical and clerical staff are trained in properly identifying DOH clients as opposed to single-visit patients.	Immunizations, Maternal/Child Health	State Strategic Plan	FL SHOTS
3.1.1	By 4/30/19, conduct 10 influenza vaccination outreach events to high-risk populations (2017-2018 flu season baseline: 8 high-risk outreach events).	Immunizations, Infectious Diseases		Local Tracking
3.1.2	By 12/31/22, increase the Hepatitis B Vaccination rate from 80% (2018) to 90% for FDOH-Polk Ryan White patients who completed the vaccination series for Hepatitis B or have documentation of having immunity for Hepatitis B.	Immunizations, Chronic Disease, Infectious Disease	QI Plan	CAREWare
3.2.1	By 6/30/19, establish a call center team to assist Epidemiology during a public health emergency, conduct a training and exercise to assess its capabilities, and perform an annual review to ensure key components (e.g., sufficient numbers of trained staff and functioning equipment) remain in place (baseline: not established).	Emerging PH Threats		Local Tracking
3.3.1	By 12/31/20, establish an additional 2 Closed Points of Dispensing (PODs) in Polk County (increase from 3 to 5 Closed PODs).	Emerging PH Threats		Local Tracking
4.1.1	For 2019, ensure a minimum of 80% for the 12-month rolling employee retention rate for CS and SES new hires (2018 baseline: 90.3%).	Effective Agency Processes	QI Plan	Local Tracking
4.1.2	By 12/31/21, increase the ACEHS from 86% to 90%.	Effective Agency Processes	QI Plan	ACEHS Report
4.2.1	By June 30 of each year, maintain DOH-Polk Cash Balance between 3% and 10%.	Effective Agency Processes	State Strategic Plan	FIRS
4.3.1	By 12/31/19, create, implement, and monitor a local workforce development plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 8.1 and 8.2 and produce an annual progress report and revisions (baseline: no WFD plan).	Effective Agency Processes	State Strategic Plan	Local Tracking
4.4.1	By 6/30/20, conduct a community health assessment that meets the necessary requirements from the Public Health Accreditation Board listed in Measures 1.1 and 1.3 (current CHA 2015).	Effective Agency Processes		Local Tracking

#	Objective	Organizational Priorities	State Strategic Plan/ CHIP/ QI Plan	Source
4.5.1	By 12/31/20 complete implementation of 2016-2020 community health improvement plan (CHIP) and develop a new CHIP that meets the necessary requirements from the Public Health Accreditation Board listed in Measure 5.1 and 5.2 and produce 2 annual progress reports and revisions on 2016-2020 CHIP (2018 annual progress report and revisions submitted 1/16/18 and 1/3/18).	Effective Agency Processes	CHIP	Local Tracking
4.6.1	By 4/30/19, submit at least one Tax Watch Productivity Award nomination (4 submitted between 2014-2018).	Agency Effective Processes	QI Plan	Local Tracking
4.6.2	By 09/30/19, implement a local Quality Improvement Plan that meets the necessary requirements from the Public Health Accreditation Board listed in Measure 9.2 and produce an annual progress report (2018 annual progress report submitted 9.28/18).	Agency Effective Processes	QI Plan	Local Tracking

APPENDIX D

SWOT Analysis



DOH-Polk 2018 Strategic Planning SWOT Analysis

Strengths (Internal)

- Healthy trust fund balance and well-negotiated payer contracts.
- Staff dedicated to our customers, mission and agency.
- Strong community partnerships.
- Strategically located throughout the county.
- Access to and utilization of multiple data sources.
- Strong disease monitoring surveillance system.
- Received Project Public Health Ready Status in 2017.
- Provide good peer support to surrounding counties and CHDs.
- Good county financial support in the form of ½ cent sales tax.
- Strong collaboration with Polk Vision, a collective impact organization, to align community resources.
- Proven ability to react and respond to urgent or emerging community issues.
- Commitment to being data driven and evidence based through Quality Improvement efforts and development of performance dashboards.
- Established strong internal CHIP team that incorporates state initiatives and works with community partners.
- Establishment of internal performance improvement teams including OSTDS, Family Planning, Lab Team, STD Team and Specialty Care CQM.
- Documented and standardized procedures and internal resources.
- Improved communication with staff and the public.
- Strength in graphic design that produces quality products for educational and public awareness efforts.
- Strong social media presence on Twitter.
- Aggressively pursue innovative opportunities such as HMS piloting, Amerigroup service outreach, Tele-dentistry, wichealth.org and E-Progress.
- Established a health outreach team to coordinate efforts among programs.
- Improved staff education and training opportunities.

Weaknesses (Internal)

- Ability to allocate and spend down budgeted funds due to restrictive rules and time constraints.
- Difficulty in recruiting and retaining qualified and well trained staff.
- Lack of strong succession planning.
- Lack of intentional and consistent leadership development.

- Disparity between population served and workforce.
- Lack of strong feedback channel in response to communications to gauge effectiveness.
- Lack of predictive analytics to help us better prepare for changes in population that affect public health.
- Loss of authority in decision making as the agency becomes more centralized.
- Lack of a 5-year technology plan (including threats, upgrades, budgets, software, and replacements).

Opportunities (External)

- Improve data analysis on access to care and client utilization (no shows, referrals, losses to care, access preferences and trends).
- Improve financial sustainability (eligibility processes, grant acquisition and management, client health and insurance literacy, etc.).
- Strengthen tactics for staff recruitment, retention, and succession planning.
- Leverage existing and create new community partnerships and find opportunities for integrated behavioral and community health.
- More aligned continuum of care opportunities across providers and agencies.
- Continue to educate staff and the community on health equity.
- Promote Health in All Policies, ensuring that health and safety best practices are a consideration when developing local policies.
- Explore opportunities related to technology and Telehealth in a public health setting.
- Implement Smoke Free campuses and strengthen future policies.
- Explore what can be done as a public health entity to increase flu shots among staff.
- Reframe how HPV and recommended immunizations are presented to the public.
- Increase opportunities and partnerships for Employee Wellness efforts.
- Maintain coordination of community outreach efforts across Divisions and programs.
- Establish closed PODs (Point of Dispensing); partner among large entities in our community to dispense medication.
- Ensure successful implementation of PrEP (Pre-Exposure Prophylaxis for HIV) within our clinics.
- Track, promote, and celebrate our successes.

Threats or Challenges (External)

- Professional provider shortage of physicians, dentists, and mental health professionals.
- Limited authority to leverage social media has hampered ability to provide interventions, investigations, and health promotion efforts.
- High (and increasing) substance abuse, including abuse of opioids, negatively impacts health in the community.
- Lack of reliable community mental health data.
- Lack of funding to support behavioral health efforts.
- Lack of data to support correlation between mental health and chronic disease.
- Rising incidence of diabetes and asthma in children and adults.
- Rising severe and life-threatening allergies in children.

- Low health literacy.
- Complexity and variety of insurance options leads to confusion.
- Inability to pay (whether insured or uninsured) can prevent access to care.
- Cultural and linguistic mores (traditions, habits, behaviors) and stigmas contribute to health disparities.
- Distrust of the government is a barrier to serving the population.
- Lack of accessible transportation limits access to services.
- Reporting complexity and lack of stable funding for mandated services (Family Planning, HIV/AIDS, core services).
- Rising obesity rates in the community with a lack of resources to address this issue.
- Use of the Emergency Room for non-emergent issues (primary and secondary care).
- Frequent turnover of leadership at the State and Federal level.
- Lack of in-county medical specialists, especially those who accept Medicaid.
- Changes in legislative budgeting decisions hamper the ability for long-term planning.
- Aging facilities and lack of control over improvements.
- Competition from outside employers recruiting qualified staff.
- Purchasing restrictions, rules, and time constraints.
- Lack of funding sources for those who are unable to pay for regulatory violations.
- Reduction in employee incentives.
- Multiple agencies perform inspections and issue permits which leads to confusion of the public.
- Lack of funding for PACE-EH projects to address specific community issues.
- Our Medical Reserve Corps will no longer be funded.
- During times of emergency (ex. Special Needs Shelters), there is a lack of nursing staff to fill roles.

APPENDIX E

Organizational Priorities

DOH-Polk Organizational Priorities

Florida Department of Health Mission: To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.

** Florida Health Performs – Bi-weekly promotions*

Maternal / Child Health	Immunizations	Chronic Diseases	Injury Prevention	Infectious Diseases	Emerging PH Threats	Mental Health and Substance Abuse
*Health Equity						
<ul style="list-style-type: none"> • *Infant Mortality (SG) • FP (CORE) • Teen Pregnancy 	<p>(CORE)</p> <ul style="list-style-type: none"> • Infancy • *Child (SG) • Adolescent • Adult 	<ul style="list-style-type: none"> • Obesity • Cancer • Diabetes • Heart Disease • Asthma • *Tobacco Inhaled nicotine (SG) • Breast and Cervical Cancer • Dental 	<ul style="list-style-type: none"> • Trauma (SG) • Drownings • Falls 	<p>(CORE)</p> <ul style="list-style-type: none"> • *HIV - (SG) • STD • TB • Hepatitis • Rabies • EPI (CORE) 	<ul style="list-style-type: none"> • PHP • Vector-borne Diseases • Environmental Health (CORE) 	<ul style="list-style-type: none"> • Substance Abuse • Mental Health
Effective Agency Processes						

SG – Surgeon General Priorities

CHIP Priorities

Group 1: Maternal and Child Health / Immunizations Priorities

Maternal and Child Health

What are we doing?	Who is working on this internally?	Community Partnerships Involved	New Ideas
<ul style="list-style-type: none"> • Infant Mortality • Safe Sleep/Safe Baby • Tobacco Cessation • Breastfeeding <ul style="list-style-type: none"> ○ Baby Friendly Hospitals ○ Breastfeeding Friendly Childcare Facilities • Preconception counseling • Interconception • Staff Education • Community Forums • Focus Groups • Community Education – <ul style="list-style-type: none"> ○ Safe Kids Event ○ Head Start – Safe Sleep • Social Media • Prenatal Care • High risk prenatal care and care coordination • Breastfeeding support groups 	<ul style="list-style-type: none"> • Heathy Start • WIC • Clinics • Tobacco Staff • Community Health • Health Outreach Team • Florida Healthy Babies Team • Communications 	<ul style="list-style-type: none"> • FIMR/FIMR CAG • CADR – Child Abuse Death Review Committee • Florida Healthy Babies Community Team • Healthy Start Coalition • Health Care Taskforce • TPPA • InnerACT Alliance • Hospitals (LRH/Nemours, WHWH, HOFRMC) • Media • Safe Kids • Private Providers • Dept. of Children and Families • Children’s Medical Services • Polk County Breastfeeding Network • La Leche League • USF • LRH/Nemours (Maternal Fetal Medicine) • Lakeland Midwifery 	<ul style="list-style-type: none"> • Birthing Centers – promote Baby Friendly designation. Promote breastfeeding in birth centers • Develop partnership with Head Start - Parent Flyer (Safe Sleep, Tobacco) • East Coast Migrant Association – childcare centers for breastfeeding and safety promotion • Breastfeeding educational webinars for providers

		<ul style="list-style-type: none"> MomCare 	
<ul style="list-style-type: none"> Family Planning <ul style="list-style-type: none"> Direct Clinical Services Preconception / Interconception reproductive life planning Contraceptive Educational Handout TRAIN Course Requirements for clinical staff Educational staff webinars – Central office Family Planning Education Clinic Business Card Press Release 	<ul style="list-style-type: none"> Heathy Start WIC Clinics School Health Communications Family Planning Committee Health Outreach Team 	<ul style="list-style-type: none"> Healthy Start Coalition TPPA Planned Parenthood Private Providers Central Florida Health Care 	<ul style="list-style-type: none"> Advertising Campaigns Educational Opportunities for community
<ul style="list-style-type: none"> Teen Pregnancy Prevention <ul style="list-style-type: none"> Direct Clinical Services Health Communication promotions (social media, graphic design, etc.) School Health Teen Parent Program School Health Program 	<ul style="list-style-type: none"> Heathy Start WIC Clinic School Health Communications Health Outreach Team 	<ul style="list-style-type: none"> Healthy Start Coalition TPPA Planned Parent Hood PCSB 	<ul style="list-style-type: none"> Conversation with PCSB to advance conversations about sexual health and pregnancy prevention
Immunizations			
What are we doing? <ul style="list-style-type: none"> Promotion <ul style="list-style-type: none"> Health Communication promotions (social media, graphic design, etc.) 	Who is working on this internally? <ul style="list-style-type: none"> Immunization Program Office WIC 	Community Partnerships Involved <ul style="list-style-type: none"> PCIC – Polk County Immunizations Coalition Private Providers PCSB 	New Ideas <ul style="list-style-type: none"> Pull reports from FL SHOTS Back to School Blasts

<p>Webpage Community Forums Health Outreach events</p> <ul style="list-style-type: none"> • Infancy Promotion Screening Education Vaccinate • Child Promotion Screening Education Vaccinate Hep A - Recommended • Adolescent <ul style="list-style-type: none"> ○ Screen 7th graders <ul style="list-style-type: none"> ▪ Tdap - Mandated ▪ HPV – recommended ▪ Meningitis – recommended ○ Education ○ Vaccinate ○ Promotional Campaigns • Adult <ul style="list-style-type: none"> ○ Vaccinate <ul style="list-style-type: none"> ▪ Flu ▪ Pneumonia ▪ Shingles ▪ Tdap ○ Promotion • Travelers Imm 	<ul style="list-style-type: none"> • School Health • Clinics • Healthy Start • Communications • EPI • Health Outreach Team • Healthy Start 	<ul style="list-style-type: none"> • Healthy Schools • SHAC • Chamber of Commerce • Day Cares • Media • Central Florida Health News • COC – Citizens Oversight Committee • Early Learning Coalition 	<ul style="list-style-type: none"> • School immunization events • Pre-school immunization events • Consider need for Health Educator
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<ul style="list-style-type: none"> ○ Education ○ Vaccinate ● Influenza surveillance <ul style="list-style-type: none"> ○ Schools ○ Hospitals ○ Outbreak Investigations 			
Group 2: Chronic Diseases / Injury Prevention			
Chronic Diseases			
What are we doing? <ul style="list-style-type: none"> ● Obesity <ul style="list-style-type: none"> ● 5210 Campaign ● School interventions – BMI screening and referral ● Healthy Schools pilot program ● Early Child Care and Education ● Breastfeeding ● Nutrition / Exercise counseling ● Health Communication promotions (social media, graphic design, etc.) ● Worksite wellness - community ● Worksite Wellness - DOH staff ● Health in all Policies 	Who is working on this internally? <ul style="list-style-type: none"> ● WIC ● School Health ● Clinics ● Healthy Start ● Communications ● Healthiest Weight Florida – Central Office 	Community Partnerships Involved <ul style="list-style-type: none"> ● Polk Vision Building a Healthier Polk Initiative Teams ● Polk Vision Infrastructure Team ● PTO ● PCSB ● SHAC ● Child Care Providers ● Health Care Providers ● State Communications ● Media ● COC ● TPO ● UF/IFAS ● Polk Indigent Health Plan 	New Ideas <ul style="list-style-type: none"> ● PACE EH ● DOH School Health needs partners to teach 5210

<ul style="list-style-type: none"> • Breast / Cervical Cancer Early Detection and Prevention <ul style="list-style-type: none"> • Health Communication promotions (social media, graphic design, etc.) • Direct Clinical Services • Link to Screenings - Mammograms • Education • Breastfeeding education and promotion 	<ul style="list-style-type: none"> • Clinics • School Health • WIC 	<ul style="list-style-type: none"> • Florida Breast and Cervical Cancer Program • Indigent Health Plan • Free Clinics • Private Providers • Central Florida Health Care • We Care 	<ul style="list-style-type: none"> • Promote HPV vaccine • Outreach to underserved populations • Consider need for Health Educator
<ul style="list-style-type: none"> • Diabetes <ul style="list-style-type: none"> • Diabetic School Health managers • Direct Patient Services – Adults • Staff Newsletter • Insulin Program • Prenatal counseling and referrals 	<ul style="list-style-type: none"> • School Health • Clinics • Communications • WIC • Healthy Start 	<ul style="list-style-type: none"> • PCSB • Private Providers – Endocrinologist • Nemours • USF • All Children’s • St Josephs 	<ul style="list-style-type: none"> • Consider need for Health Educator • Form support group for children with Diabetes • Education on Pre-Diabetes in community
<ul style="list-style-type: none"> • Heart Disease <ul style="list-style-type: none"> • Health Communication promotions (social media, graphic design, etc.) • Promote national health observances • CPR Training – staff • Press the Chest • Direct Patient Services - Adults 	<ul style="list-style-type: none"> • Communications • Workforce Development • Clinics 	<ul style="list-style-type: none"> • Media • ResQ CPR (current) 	<ul style="list-style-type: none"> • Consider need for Health Educator • Heart disease screenings for staff

<ul style="list-style-type: none"> • Asthma <ul style="list-style-type: none"> • Asthma Friendly Schools – Pilot Programs • Direct Patient Services – Adults & Children <ul style="list-style-type: none"> • Health Communication promotions (social media, graphic design, etc.) • Air Quality Complaints • Mold Complaints • Action plans for asthmatic students 	<ul style="list-style-type: none"> • School Health • Clinics • Communications • Environmental Health 	<ul style="list-style-type: none"> • PCSB • Department of Environmental Protection (DEP) • Head Start 	<ul style="list-style-type: none"> • Consider need for Health Educator
<ul style="list-style-type: none"> • Tobacco Prevention <ul style="list-style-type: none"> • Tobacco Free Polk • SWAT • Screenings & counseling • Education • Environmental Scans • Promotion/ Sponsorships • DOH Breathe Easy Zones • Policy Change <ul style="list-style-type: none"> ○ Point of Sale ○ Young Adult ○ Smoke Free Multi-Unit Housing ○ Worksites (including trade schools) • Health Communication promotions (social media, graphic design, etc.) • Staff Education • Clean Indoor Air Act Complaints 	<ul style="list-style-type: none"> • Tobacco Prevention Program • Clinics • Healthy Start • WIC • Communications • Environmental Health • Tobacco Policy Committee • Health Outreach Team 	<ul style="list-style-type: none"> • SHAC • PSCB • AHEC • Tri-County • Healthy Start Coalition • Tobacco Free Polk • SWAT clubs • Chamber of Commerce • Stand Up Polk Coalition • InnerACT Alliance • Polk Vision Worksite Wellness Team • Worksites • Colleges • Multi-unit Housing complexes • Tobacco retailers • BOCC 	<ul style="list-style-type: none"> • Trade schools in County to partner for policy change • New contacts for policy change

<ul style="list-style-type: none"> • Baby & Me Tobacco Free • SCRIPT 			
<ul style="list-style-type: none"> • Dental • School-based Sealant program • Education • Screenings • Referrals • Social Media • Health Communication promotions (social media, graphic design, etc.) • Direct Patient Services – Adults and Children • Agreement with LRH for Dental Screening and Care of Unfunded adults with head and neck cancer needing radiation therapy • Fluoridation Education and Water Monitoring 	<ul style="list-style-type: none"> • School Health • Clinics • Healthy Start • WIC • Communications • Environmental Health – Water Program • Health Outreach Team 	<ul style="list-style-type: none"> • PCSB • Media • Indigent Health Plan • Private Dental Providers • Traviss Technical Center • LRH • SHAC • Boys and Girls Club, Inc. • DEP • County, Cities, and Municipalities • Head Start • Central Florida Health Care 	<ul style="list-style-type: none"> • Give Kids a Smile Day • Consider need for Health Educator • Partnering with Team Pouncey Foundation • Partnering with Amerigroup
Injury Prevention			
What are we doing? <ul style="list-style-type: none"> • Safe Kids Day <ul style="list-style-type: none"> ○ Car Seat Safety ○ Fire Safety ○ Water Safety ○ Bike Safety ○ Helmet fittings ○ Poisoning Safety • Safe Sleep • Drowning Prevention 	Who is working on this internally? <ul style="list-style-type: none"> • Community Health Planning • Healthy Start • WIC • Preparedness Staff • Clinic Staff • Incident Review Committee 	Community Partnerships Involved <ul style="list-style-type: none"> • Safe Kids Coalition • Coalition on Injury Prevention • Media • PCSB • Hospitals • Law Enforcement • EMS / Polk Fire Rescue • Assisted Living Facilities • CATT Rath Center 	New Ideas <ul style="list-style-type: none"> • Building Manager Safety Training • Promotion of Gun Safety • Body Mechanics Training • Consider need for Health Educator • East Coast Migrant Association partnership

<ul style="list-style-type: none"> ○ City Proclamations ○ Community Events ○ Community Education • Falls Prevention • Bike Safety • Active Shooter Training • Defensive Driver Training (TRAIN) • Media • Severe Weather • Hurricane Safety • Health Communication promotions (social media, graphic design, etc.) • Building Inspections • Incident Review Committee • Workplace Safety Training • Medication Take Back Day promotion • SHARPS Program • Environmental Health Inspections 	<ul style="list-style-type: none"> • Communications • Workforce Development • Environmental Health • Building Managers • General Facilities • Health Outreach Team 	<ul style="list-style-type: none"> • Heartlands • Children’s Home Society • Healthy Start Coalition • Parks & Rec • Citizens CPR • Abby Grace’s Hope • YMCA • Poison Center • United Way • Polk Vision Bike/Ped Safety Team • Polk Vision School Health Team • Polk Vision Infrastructure Team • TPO • FDOT • Centers for Autistic Research Disabilities (CARD) • Code Enforcement • RCMA – Redlands Christian Migrant Association • DBPR- Department of Business and Professional Regulations • Department of AG • Florida Onsite Waste Water Association • AHCA – Agency for Health Care Administration • StandUP Polk Coalition • DOE – Department of Education 	
Group 3: Infectious Diseases / Emerging PH Threats / Mental Health and Substance Abuse			
Infectious Diseases			
What are we doing? <ul style="list-style-type: none"> • HIV / AIDS 	Who is working on this internally?	Community Partnerships Involved <ul style="list-style-type: none"> • Private providers 	New Ideas

<ul style="list-style-type: none"> • Screening in the clinics and by community outreach • Counseling • Prevention • Test and Treat Program • Disease Surveillance • Linkage to Care – Community and Jail <ul style="list-style-type: none"> • Retention to Care • Care coordination • Medical care provided for Polk, Hardee and Highlands Counties • Medication or treatment through ADAP and 340B • Exposed babies and care coordinator for HIV Pregnant women • PrEP 	<ul style="list-style-type: none"> • HIV Outreach Team • MD Prenatal Clinic • WIC – referral • School Health – counseling and prevention • Clinic – screening, counseling, prevention, and referral • Healthy Start – care coordination for pregnant women & exposed infants • STD DIS Team • Hepatitis Outreach Team • Health Outreach Team 	<ul style="list-style-type: none"> • Peace River • Tri-County • Jail • Faith Based Communities • Hospitals • Community Testing Sites • Dept. of Corrections • Dept. of Juvenile Justice 	<ul style="list-style-type: none"> • Expand PrEP • Expand nPEP • DIS workers getting more involved with SHAC – HQ • Hepatitis Outreach Team working with HIV/STD outreach
<ul style="list-style-type: none"> • STDs (CORE) <ul style="list-style-type: none"> • Screening in the clinics • Counseling • Prevention • Diagnosis • Treatment • Partner notification • Accepting and encouraging walk-in clients desiring screening or symptomatic diagnosis and treatment • Surveillance • Outreach 	<ul style="list-style-type: none"> • DIS Workers • Clinics • Healthy Start • School Health • Communications • Health Outreach Team 	<ul style="list-style-type: none"> • Local Providers • Hospitals • Jail • Dept. of Corrections • Dept. of Juvenile Justice 	<ul style="list-style-type: none"> • Social Media • Potential Client Partner solicitation through select websites • Expand community partnerships for promotion • Expedited partner therapy • Advertise walk-in clinics

<ul style="list-style-type: none"> • Medication or treatment through 340B 			
<ul style="list-style-type: none"> • TB • Screening in clinics • Diagnosis • Treatment • Accept referrals • Surveillance • Disease Investigations • PPD test – new and current employees • Testing of refugees 	<ul style="list-style-type: none"> • Communicable Disease Manager • TB Control • Clinics • DIS workers • Legal • Refugee Program • Health Outreach Team 	<ul style="list-style-type: none"> • Local Providers • Hospitals • Jail • Dept. of Corrections • Dept. of Juvenile Justice 	
<ul style="list-style-type: none"> • Hepatitis • Screenings • Vaccination • Referrals • Surveillance • Prevention • Disease Outbreak Investigation • Diagnosis and management in co-infected individuals (HIV + HEP C) • Linkage to Care • Perinatal Hepatitis 	<ul style="list-style-type: none"> • Communicable Disease Manager • Healthy Start – Infant care coordination • Clinics • School Health • Environmental Health • EPI • Communications • Hepatitis Outreach • Health Outreach Team 	<ul style="list-style-type: none"> • Private Providers • Prisons • Hospitals • Dept. of Business and Professional Regulations (DBPR) – Hep A • Department of Ag • Rehab facilities • Dept. of Corrections • Dept. of Juvenile Justice 	<ul style="list-style-type: none"> • Expand to treating others with HEP C • Seek funding opportunities • State focus: testing and linkage to care • 340B pricing for testing • Hep A vaccination in jails • Increase in Hep A, especially among IV drug users

<ul style="list-style-type: none"> • Rabies • Prevention education • Receive bite reports • Investigate animal bite exposures • Collect specimens and send to state lab • Coordinate County Rabies Task Force in Polk and Hardee Counties • Provide post exposure prophylaxis • Provider Education 	<ul style="list-style-type: none"> • Communicable Disease Manager • Environmental Health • State Lab • Clinics • School Health • Immunizations clinic • EPI • Communications 	<ul style="list-style-type: none"> • Animal Control • Hospitals • Clinics • Law Enforcement • Local Vets • PCSB • Local Providers • Municipalities • Media • Department of Ag 	<ul style="list-style-type: none"> • Consider need for Health Educator • Continue to improve communication with public and hospitals for unneeded vaccinations
<ul style="list-style-type: none"> • Influenza • Educate staff, clients, and community • Vaccinate – DOH Employees • Vaccine outreach events to at-risk populations • Surveillance • Forward weekly state flu report to community partners • Track and report cases and vaccinations to state and community partners • Outbreak investigation • Vaccination of pregnant women 	<ul style="list-style-type: none"> • Communicable Disease Manager • School Health • EPI • Clinics • Healthy Start • State lab • Flu outreach • Health Outreach Team 	<ul style="list-style-type: none"> • PCSB • Local Providers • Hospitals • Clinics • Jail • Local Pharmacies • Head Start Programs 	<ul style="list-style-type: none"> • Consider need for Health Educator • Promote vaccination of pregnant women

<ul style="list-style-type: none"> • Staff Training <ul style="list-style-type: none"> ○ OSHA ○ Blood-borne Pathogens ○ Biomedical Waste ○ Supervisor Development ○ Program Specific training and certification ○ Tabletop exercises for communicable diseases ○ Staff training for infectious disease 	<ul style="list-style-type: none"> • Workforce Development • Clinical staff • Dental staff • WIC 	<ul style="list-style-type: none"> • PCSB • 	<ul style="list-style-type: none"> • Onboarding Processes for new employees • Succession Planning • Mentoring •
<ul style="list-style-type: none"> • Community Training <ul style="list-style-type: none"> ○ Biomedical Waste ○ Community Outreach ○ 501 HIV training 	<ul style="list-style-type: none"> • Environmental Health • Director • Community Outreach Team • EPI • School Health • DIS workers 	<ul style="list-style-type: none"> • PCSB 	<ul style="list-style-type: none"> •
Emerging PH Threats			
What are we doing? <ul style="list-style-type: none"> • Public Health Preparedness • Updating emergency preparedness plans • Polk County Health and Medical Coalition • SpNS <ul style="list-style-type: none"> ○ Planning ○ Training ○ Staffing • FEMA training – New Employees and Community • Exercises / table-tops 	Who is working on this internally? <ul style="list-style-type: none"> • PHP • Environmental Health • EPI • DOH- Polk Staff • Workforce Development • Communications • FL HANS – Health Alert Network System • State Lab 	Community Partnerships Involved <ul style="list-style-type: none"> • Emergency Management • Polk County Fire Rescue • PCSO • EMS • Hospitals • Southeastern University • Florida Southern College • Community Emergency Response Teams (CERT) • Point of Dispensing Communities <ul style="list-style-type: none"> ○ PCSO/ EMS / Fire Rescue 	New Ideas <ul style="list-style-type: none"> • Establish closed PODS <ul style="list-style-type: none"> ○ Hospitals ○ Local Governments ○ Large Employers • Alert Polk • Connected • SpNS Operations • CEMP – Continuity Emergency Management Plan Reviews • Creation and utilization of EPI strike team

<ul style="list-style-type: none"> • Outreach training to community <ul style="list-style-type: none"> ○ Infectious Diseases (i.e. Ebola, ZIKA) ○ Closed PODs - Point of Dispensing <ul style="list-style-type: none"> ▪ Volunteer recruitment ▪ CPR training ▪ Advanced First Aid ▪ Blood-borne Pathogen training ▪ POD lay-out ▪ Exercise - POD through put ▪ Public Health Hero recognition • Everbridge • ESF8 Lead • Healthy Start client disaster plans 		<ul style="list-style-type: none"> ○ Cypress Lakes • Emergency Preparedness Advisory Committee (EPAC) • Volunteers • Regional Domestic Security Taskforce (RDSTF) • Preparedness Planners Advisory Group • Regional Planners • Tampa Bay Health and Medical Coalition • Local Emergency Preparedness Council 	
<ul style="list-style-type: none"> • Emerging Infectious Diseases • Monitoring international health threats • Monitor reportable diseases and conditions and investigate when indicated • Resource to community partners for conditions that may impact public health (i.e. scabies, norovirus, etc) • Vaccine preventable diseases • Vector-borne diseases 	<ul style="list-style-type: none"> • PHP • Clinics • EPI • Environmental Health • School Health • Healthy Start • WIC • Regional Emergency Response Advisor (RERA) • Bureau of PHP • Bureau of EPI 	<ul style="list-style-type: none"> • Hospitals • Urgent Care Facilities • Law Enforcement • Fire Rescue • Hazmat • Local Government • PCSB • Ambulance Transport Services • Emergency Management • Media • Private Providers • Mosquito control 	<ul style="list-style-type: none"> • Creation and utilization of EPI strike team

<ul style="list-style-type: none"> Public Health Messaging <ul style="list-style-type: none"> Media, PSAs community presentations provider letters printed materials ConnectED Table Top Exercises <ul style="list-style-type: none"> DOH staff Community Live Events 	<ul style="list-style-type: none"> State Emergency Management State Labs Communications Central Office Communications Immunizations DIS workers 	<ul style="list-style-type: none"> Local businesses Day Cares CDC Emergency Preparedness Advisory Committee (EPAC) Department of Business and Professional Regulations (DBPR) Department of AG ALFs 	
Mental Health and Substance Use Disorder			
What are we doing? <ul style="list-style-type: none"> Substance Use Disorder <ul style="list-style-type: none"> Employment Screening questions Pre-employment drug screening Drug testing of staff as required Substance abuse testing of TB clients, as needed EPI Surveillance Drug Screens of Pregnant Women per ACOG guidelines Participating in community efforts looking at substance use, abuse, and interventions 	Who is working on this internally? <ul style="list-style-type: none"> Clinics WIC Healthy Start Tobacco Staff Human Resources Legal Council EPI 	Community Partnerships Involved <ul style="list-style-type: none"> PCSO EMS Local PD Poison Control Hospitals Tri-County Human Services Peace River Center Employee Assistance Program (EAP) InnerACT Alliance Stand Up Polk Coalition Colleges PCSB Dept. of Children and Families (DCF) 	New Ideas <ul style="list-style-type: none"> As directed by Tallahassee for Public Health Emergency Engage Local mental health and substance abuse providers Investigate local action plan

<ul style="list-style-type: none"> • Mental Health <ul style="list-style-type: none"> • Mothers and Babies Curriculum on Post-partum depression • Referral for grief counseling • EAP Services • Screen Adult Health Clients for depression using PHQ-9 • Screen Healthy Start clients for depression using Edinburgh Depression Scale • Refer clients for mental health services as indicated 	<ul style="list-style-type: none"> • Healthy Start • School Health • HR • Clinics 	<ul style="list-style-type: none"> • Peace River Center • Tri County Human Services • Winter Haven Behavioral Health • Lakeland Regional Health • Central Florida Behavioral Health Network • Bethany Center • ImPower TeleHealth as contracted with Indigent Health Plan 	
Group 4: Effective Agency Processes			
<p>What are we measuring?</p> <ul style="list-style-type: none"> • Administrative Dashboard • Agency Financials, including Trust Fund Balance • Divisional and Programmatic Monitoring <ul style="list-style-type: none"> ○ Operational ○ Financial 	<p>Who is working on this internally?</p> <ul style="list-style-type: none"> • Division Directors • HR • Business Manager • Director • Assistant Director • State Auditors 	<p>Community Partnerships Involved</p> <ul style="list-style-type: none"> • BOCC • External Auditors • DOH Hillsborough • DCF 	<p>New Ideas</p> <ul style="list-style-type: none"> • Ongoing monitoring and management of staff vacancies keeping in mind adequate budget and rate • Davis Productivity Awards • QI Staff Training • Utilize DOH Hillsborough trainings • E-progress – WIC & expansion • DCF – Access Kiosks

<ul style="list-style-type: none"> • Programmatic Audits • Customer Satisfaction • Employee Retention • Staff Vacancies • Employee Satisfaction <ul style="list-style-type: none"> ○ Ryan White Grant ○ Family Planning • Performance Appraisals • Staff Education • County Performance Snapshot • Access Kiosks 			
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APPENDIX F
Meeting Minutes

Executive Leadership Team Meeting

March 6, 2019

Present: Tammy Durden, Jenna Levine, Doug Harvey, Dr. Jackson, Roland Reis, Sonny Register, Scott Sjoblom, Jenn Brandow, Suzanne Wright, Gerald Robinson, Twonia Edwards

Updates	Person Responsible	Due Date	Comments
Welcome	Dr. Jackson		
Staff Presentations			
Jenn Brandow			<ul style="list-style-type: none"> COOP Annex & Direction and Control Annex
Jenna Levine			<ul style="list-style-type: none"> Strategic Plan update/review
Gerald Robinson			<ul style="list-style-type: none"> PFAS, PFOS, PFOA - Chemical Awareness
Administration – Sonny Register			
Administrative Dashboard	Sonny		<ul style="list-style-type: none"> Trust Fund: 3.92%- please watch expenditures closely
New Travel System			<ul style="list-style-type: none"> DFS initiating new system; effective in June; Lauren is CHD champion and receiving training today; should have completed an account request form if staff expected to travel; anticipate necessity to print off authorizations from GoTravel to have travel properly reimbursed through transition period; no exact date yet as to when GoTravel will go down; Lauren will be sending clarification emails to staff as dates become known but we are to be fully transitioned to new system by June 30.
Purchase Cards			<ul style="list-style-type: none"> DMS implementing a new P-card system; implementation to start May 1 and we are to be fully transitioned by June 30. Big change—when an invoice is received and reconciled that invoice will go to first line supervisor for approval and then to accounting. There will be time requirements. Again, DMS will be sending out more information and providing training in April. Lauren and David will be involved with the training and will be sending out emails with

			more information as it becomes known. Excellent time to examine if all of our P-Cards are necessary vs convenient.
FL Health Desk- revised			<ul style="list-style-type: none"> ▪ New appearance for the FL Health Desk. New home page and easier to use/understand--hopefully. Also getting reports. Suppose to be live April 14.
Lakeland clinic generator			<ul style="list-style-type: none"> ▪ New generator will be installed in Lakeland over next 9 months. Will be capable of providing all services if power is lost. Received special preparedness budget authority.
Office of the Director – Dr. Jackson			
Tallahassee update	Jackson		<ul style="list-style-type: none"> ▪ DOH leadership has been meeting with Exec leadership in Tallahassee. Reported on the DOH 100 Day Action Plan including critical Public Health initiatives of: Early Steps transition, HIV/AIDS elimination, Harmful Algal Blooms, Medical Marijuana, Springs Protection Act, Decrease Opioid overdoses, Hep A outbreak, transition of delivery of child-eligible services from Children’s Medical Services (CMS) to WellCare, Water Quality and PFOS ▪ We should know about a new Surgeon General in the next couple of weeks ▪ Legislative session beginning. A number of proposed bills have the potential to impact the DOH
Update from West Central Consortium meeting, Feb 20	Jackson		<ul style="list-style-type: none"> ▪ Dee Dee McGee provided an Equal Opportunity Section update, including: Discussed different types of discrimination and protected classes Discussed importance of reporting any complaint of sexual harassment (whether internal or external) to the EOS office within 24 hours Discussed ADA process ▪ HR update: FLHealthDeskHR is undergoing an upgrade and moving to the cloud soon. This will result in improved functionality of speed and access (some functions will be available by cell phone). Shared 6 months of data regarding ticket statistics: classifications, recruitment, average hours per state for HR steps – West Central Hub is the best performing hub in the state ▪ Private citizen entering DOH sites and asserting his first amendment rights by videotaping. Let staff be aware.
Announcements	All		

eHealth Innovation and Communications – Scott Sjoblom			
Workforce Development / Communications			
Length of Service Awards	Scott	Ongoing	Due in March: Angela Anderson – 10 years Carol Cassels – 15 years Yves Charles – 35 years Moriah Hill – 20 years Priscilla Scott – 20 years
Retirements	Scott	Ongoing	Mary Hunt – June 2019 Wayne Langford – July 2019
Merit Awards	Scott	Ongoing	Be thinking of who in your division deserves an employee of the quarter award. Survey will be sent out at the end of the month and Joanna and Bev will meet individually with Division Directors to review nominations.
Public Health Hero	Scott	Ongoing	We've had a total of 51 nominations since the launch on 1/7!
Monthly Communication Topics	Scott/Nicole		March <ul style="list-style-type: none"> ▪ National Nutrition Month ▪ Kick Butts Day – March 20 ▪ World TB Day – March 24 If your division has an event, program, or special accomplishment that you would like the public or the staff of the department to be aware of please contact our Communications department. We are available to assist you in getting the word out.
Employee Retention Rate	Scott/Joanna	As of 3/8	<u>24 Month Period</u> 98 SES and CS (ΔCS) employees hired 24 have left/been terminated 24.5% loss, 75.5% retention <u>18 Month Period</u> 63 SES and CS (ΔCS) employees hired 12 have left/been terminated 19% loss, 81% retention <u>12 Month Period</u> 35 SES and CS (ΔCS) employees hired


			<p>3 have left/been terminated 8.6% loss, 91.4% retention</p> <p><u>9 Month Period</u> 29 SES and CS (ΔCS) employees hired 2 have left/been terminated 6.9% loss, 93.1% retention</p> <p><u>6 Month Period</u> 24 SES and CS (ΔCS) employees hired 2 has left/been terminated 8.3% loss, 91.7% retention</p> <p><u>3 Month Period</u> 15 SES and CS (ΔCS) employees hired 1 have left/been terminated 6.7% loss, 93.3% retention</p>
NEO Division Director Video Training	Joanna		First trial run with Scott will be held tomorrow, 3/7.
Wellness Challenge	Joanna and Jenna	4/1	The Worksite Wellness team plans to launch a Wellness Challenge staff wide on 4/1. We will use our Site Champions to communicate information to local staff. The challenge is 5-2-1-0 focused and will last for 4 weeks, each week putting out information on one of the parts of 5-2-1-0. We would like to offer an incentive for staff to participate – prizes (water bottles?) for the worksite that has the most participation and a prize (fitness tracker? gift card?) for the overall points winner.
All Staff Day	ICS Team	10/25	<p>Our next All Staff Day will be held on 10/25 at Lake Eva Conference Center. The theme is Winning@Wellness.</p> <p>A Save the Date announcement will be sent after today's meeting. More information will be available as planning continues.</p>
Informatics – Rose & Ismelda			
Liberty Dental	Ismelda	Ongoing	<ul style="list-style-type: none"> The new contract requires a pre-authorization for Surgical extractions, as well as for extractions on third molars. A clerk at every clinic will be assigned to submit the pre-auth in the portal. I will be going over the process with each of

			the clerks. They will also follow-up on the authorizations, once approved, they will be submitting the claims. This process will help minimize our dental denials and will help us receive the reimbursement in a promptly manner. Once the clerks learn the process, they will also do the pre-auths for surgical procedures. Eli is currently doing the pre-authorizations for all clinics.
Dental Calls (Call Center)		Ongoing	<ul style="list-style-type: none"> I will be meeting with the clinic supervisors to work on a plan for dental to take back their calls. The plan is to have three of the front office clerks to schedule the dental appointments. This will help reduce the consistent errors that we are currently seeing.
Incidents	Rose		<ul style="list-style-type: none"> 2 Incidents – WIC Lost Badge & Employee accessing own and minor child's HMS record.
Pilot – PFS Bulk			<ul style="list-style-type: none"> Still in pilot phase for ordering PFS Bulk meds – Auburndale and Lakeland are on board, staff seem to handling this with ease. In the near future, will add the other sites.
Quality Assurance – Sylvie & Bev			
			<p><u>TaxWatch Productivity Awards</u></p> <p>TaxWatch Productivity Awards are open and accepting nominations in three categories this year: Technology, Service Delivery Improvement, and Quality of Life Improvement. Sylvie is assisting with three submissions so far, a fourth is pending. Please contact her by March 15th if you want assistance prepping. Nominations must be signed by Dr. Jackson and submitted to HQ by March 22nd.</p> <ul style="list-style-type: none"> March 22-April 8: Nominations reviewed by headquarters; approved nominations contacted for web submission. April 8th: Web submission to TaxWatch is due. July 1-15: TaxWatch announces winners. Mid-Sept: Ceremony/Luncheon takes place.
			<p><u>DOH Performance Standards</u></p> <p>The April 16th regional PMQI meeting (9am-3pm) will focus on the QI, Workforce Development, and EOP plans as relates to accreditation requirements. An overview of requirements for accreditation for all three plans will be covered.</p> <p>A short overview of the tracking and submission process for EOP plans will be covered by HQ EOP staff. Emergency Operations contacts from each county are</p>

			invited to participate in the meeting via conference call, if travel prohibits in-person attendance.												
			<u>2019 Spring QI Training Schedule</u> <ul style="list-style-type: none"> March 15th – QI “Lite”; All Staff Day, Pasco County; 11:00-12:00 March 26th – QI 101; Hardee County (2 Sessions, AM, PM), Wauchula; All Day March 29th – QI 102; Polk County, Bartow; 1:00-4:00 April 9th – QI 102; Hardee County, Wauchula; 8:30-12:00 April 12th – QI 101; Polk County, Bartow; 8:30-12:00 												
			<u>IHC Metrics</u> Next reporting period of IHC Quality Metrics for BMI Follow-up and Tobacco Cessation Counseling is April 20 th . Reminders of proper coding practices for these measures have been shared with clinical management. <table border="1"> <thead> <tr> <th>Metric</th><th>Last Quarter Oct-Dec</th><th>Current Quarter Jan-Mar (as of 3/5/19)</th><th>Goal</th></tr> </thead> <tbody> <tr> <td>BMI</td><td>21.90%</td><td>21.97%</td><td>70%</td></tr> <tr> <td>Tobacco</td><td>26.76%</td><td>11.76%</td><td>70%</td></tr> </tbody> </table>	Metric	Last Quarter Oct-Dec	Current Quarter Jan-Mar (as of 3/5/19)	Goal	BMI	21.90%	21.97%	70%	Tobacco	26.76%	11.76%	70%
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BMI	21.90%	21.97%	70%												
Tobacco	26.76%	11.76%	70%												
			<u>Coming Deadlines</u> CHIP/CHA Annual Report and Strategic Plan Annual Report due on March 31 st .												
Clinical Services – Doug Harvey															
Upcoming Dental Staff Day	Dental Staff	3.15.19	<ul style="list-style-type: none"> Our Dental Staff Day will be held on March 15th at EOC our Theme: Throwback, 60’s, 70’s 80’s, and 90’s Focusing on back to the basic training for all staff 												
Researching/Surveying to incorporate “Extended Hours” in Dental	Tonja	03.11.19	<ul style="list-style-type: none"> Survey count and those individuals interested in extended hours were 50% yes and 50% no Saturday hours 61% No and 39% Yes We are looking to begin our “Extended Hours” April 1st 												
Neighborhood Association Meeting Westlake Residents Bartow	Tonja		<ul style="list-style-type: none"> Attended the Neighborhood Association Center on Feb 19th great turn out spoke about FDOH and services offered Met with about 40 residents and spoke about FDOH and services offered. 												

New STARS system is replacing PRISM	Leroy / Ovidiu	3.4.19	<ul style="list-style-type: none"> The State STD Office is replacing PRISM with STARS. This new system will incorporate updated definitions for syphilis and will have an additional emphasis on PREP. The system went live on 3-4-19.
Submission of Annual Ryan White Service Report to HRSA and state office	Leroy/ Kat	2.25-19	<ul style="list-style-type: none"> Kat completed the data submission for our 2018 Ryan White Program Service Report. We have 1458 Clients after de-duplication and removing those over 400% of federal poverty level. Viral Suppression rate was 88%; Retention to Care rate was 84% 19.3% of our clients are Hispanic; 48.6% identify as Black/African American; 64% are male.
Clinic Staff Meetings	Jill Hoagland	3/15/2019	<ul style="list-style-type: none"> Clinic Staff meetings scheduled for the week of 11 March (Mon-Thurs)
Community Health Services – Tammy Durden			
School Health			<ul style="list-style-type: none"> Basic is adding vaccines to their screening process next school year and will call it a “Health” Day. They will screen for vision, BMI, Scolio – and now offer mandatory and recommended vaccines. Need approval from PCSB to add recommended vaccines. Pre-K – finished their federal Head Start audit last week. The medical (DOH) portion went very well.
TB			<ul style="list-style-type: none"> The new TB nurse – Michael Aul – has started in the office March 4th and is doing well so far. An orientation process has been created for him which includes shadowing the TB nurse in Orange County, and documenting with Sherrie Arnwine – our regional TB consultant.
Immunizations			<ul style="list-style-type: none"> The Immunization Audit was February 19th and it went very well. Three sites were visited to observe the check-in process all the way through eligibility, vaccinating, post education, check-out, payment, etc.
Hepatitis			<ul style="list-style-type: none"> The weekly HEP A telephone conferences are still in effect. As of 3/5 there are 985 HEP A cases state wide. FL remains one of the 15 “HEP A Outbreak” states in the nation. Polk County is not severely impacted – but is considered to be impacted and is surrounded by <i>highly</i> impacted counties. The emphasis is still on vaccinating specific populations (inmates, homeless, drug users, MSMs), and targeting other areas of concern as they appear.
Healthy Start			<ul style="list-style-type: none"> The new methodology started and the new system of care (3/4). We are still waiting on the ACHA contract – should be coming this week. The HS Coalition was supposed to get it this past Monday (3/4) and get it to us by the end of the

			<p>week. \$90.00 per service for the mom/baby – 6 services for the mom and up to 8 services for the infant.</p> <ul style="list-style-type: none"> ▪ The annual Q&I monitoring visit is scheduled for March 12th (8:30 a.m. – 12:30 p.m. (they will review records, interview staff and supervisors) and then an exit interview will be held at the end). ▪ Melanin Families Matter (Sat. 3/9) at 9:00 a.m. – 1:00 p.m. at LRH Women’s Health Pavilion. The focus is on African American families in the 33805 zip code area. A medical panel with minority providers, nutrition education, etc., is scheduled; and getting feedback from those that attend to help identify future needs for these moms. This is part of the infant mortality objective/ strategies for Florida Healthy Babies.
Strategic Plan/Accreditation			<ul style="list-style-type: none"> ▪ The Strategic Plan Progress Report (2018) and the Strategic Plan 2019-2022 will be presented at today’s ELT meeting. Both documents are due to Tallahassee by March 31st.
CHA			<ul style="list-style-type: none"> ▪ The Survey was launched the end of February and will be open through April 21st. The Survey has been shared with our community partners and we are in the process of getting paper copies to all the clinics. To date (3/4) we have over 500 responses.
Environmental Health – Gerald Robinson for Cynthia Goldstein			
Supervisor Meeting	EH Supervisory Staff	2/22	<ul style="list-style-type: none"> ▪ Met at Circle B to discuss handling crisis situations. Had a live webinar by the EAP (very good), HR (Thanks Patricia!), and safety issues (Thanks David!). The supervisors came away with a better understanding of how to handle difficult, crisis situations.
Facilities Audit	John Cook Facilities Team	4/1	<ul style="list-style-type: none"> ▪ Recheck of the 2017 CAP. The Facilities staff is excited to show Tally how much they have improved in the last few years with almost all-new, dedicated, organized staff!
Radon Outreach Team	Mimi Williamson, Amanda Alejos, Dev Singh, Sean Hawk	2/16	<ul style="list-style-type: none"> ▪ Cattlemen’s Rodeo Bartow: Reached over 200 people and distributed 20 kits to raise awareness of Radon in residential homes. Giving out test kits was a little harder, people didn’t want to know the results, were afraid the government would make them tear down their house, and feared property values would drop. We have some work to do in raising awareness for sure.

	A most committed team, they even bought their own shirts to match the DOH logo!		
Staffing		Ongoing...	<ul style="list-style-type: none"> Completed interviews for FP inspector, OSTDS program supervisor – top candidates selected, still in hiring process; and starting interviews for Petroleum (2 vacancies) on Thursday 3/7
Session			<ul style="list-style-type: none"> A lot of environmental bills in the FL legislature that Tally is watching and providing EH Directors with updates as available.
Davis Productivity			<ul style="list-style-type: none"> Hopeful to submit for the vehicle fleet GPS in the technology section, Mimi is working with Sylvie on an application.
WIC-Nutrition – Suzanne Wright			
WIC and Head Start Sharing Data	Suzanne Wright		<ul style="list-style-type: none"> WIC was unable to reach an agreement with Head Start Programs in Florida so WIC will not be able to share eligibility or health data with local programs without a signed release of information from caretaker or co-caretaker with specific information requested from WIC. WIC is not allowed to sign MOUs with individual Head Start or Early Head Start Programs.
March is National Nutrition Month	Suzanne Wright	March 1 – 31	<div data-bbox="1545 1068 1600 1133" data-label="Image"></div> <div data-bbox="1474 1140 1663 1188" data-label="Text"> <p>National Nutrition Month 2019.pdf</p> </div> <ul style="list-style-type: none"> March is National Nutrition Month. Eat Right, Live Right, Feel Right!
Next Meeting: April 3, 2019			

Part 1: Agenda, Minutes & Summary

Florida Department of Health in Polk County
3rd Floor Administration Building, 1290 Golfview Avenue, Bartow FL 33830
March 21, 2019 * 8:30-10:00 AM

MEETING PURPOSE:

- Advise and guide the creation, deployment and continuous evaluation of the performance management system and its components.
- Monitor and evaluate performance toward achieving strategic objectives in health improvement, strategic, quality improvement and workforce development plans and make recommendations to improve performance.

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
▪ Welcome	Dr. Jackson		Call to Order (8:39am)
▪ Review of Previous Meeting Action Items/Minutes	Sylvie Grimes		(See Action Items List Below)
▪ PMQI/Central Office Updates	Sylvie Grimes		<p><u>PMQI</u></p> <ul style="list-style-type: none"> • Regional PMQI meeting took place on Feb 12th, 9:00-4:00PM. <ul style="list-style-type: none"> ○ CHIP/CHA and Strategic Plans reviewed against DOH Performance Standards Checklists. • PMQI meeting schedule determined for 2019. Team decided to rotate meeting locations at partner sites for 2019. <ul style="list-style-type: none"> ○ April 16th (Location TBD) ○ July 18th (In Sarasota with SWFL PMQI) ○ October 16th (Location TBD) • Team decided to work on a regional project – developing a recommended basic Body of Knowledge for DOH QI Leads. • April PMQI will review 2 plans against the DOH Performance Standard Checklists: Local CHD Quality Improvement Plans, and Agency Workforce Development Plan.

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			<ul style="list-style-type: none"> April PMQI will also have a short overview of the EOP process and DOH standards for submission. EOP County Leads are invited to attend via phone or in person. July PMQI will review a state-wide NEO QI Training for all staff, piloting in SWFL and WCFL. <p><u>Performance Management</u></p> <ul style="list-style-type: none"> Has shared an annual progress report and has revised the Agency Strategic Plan. If you are interested in looking, the plan is available on Florida Health Performs. A Dashboard is available in tracking the objectives, also available under “Plan Progress Reports – Health Improvement and Strategic Plans” on Florida Health Performs site.
<ul style="list-style-type: none"> 10-Minute Training 	Sylvie Grimes		(Deferred for Annual Plan Review)
“6-Pack” Plan Performance Reviews			
<ul style="list-style-type: none"> Accreditation 	Taylor Freeman		<p><u>Report on Accreditation Activities</u></p> <ul style="list-style-type: none"> Seven documents have been drafted for final review and posting by the March 31st deadline. Documents were sent by email to PMC members prior to meeting and we are reviewing them electronically today. <ul style="list-style-type: none"> 2015 CHA, Revised September 2018 2016-2020 CHIP, Revised August 2018 2017-2018 CHIP Annual Progress Report, March 2019 DOH Performance Standards Checklist for CHA & CHIP, evaluating above documents. 2019-2022 Strategic Plan (New Cycle), March 2019 2018-2019 Strategic Plan Annual Report, March 2019

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
			<ul style="list-style-type: none"> ○ DOH Performance Standards Checklist for Strategic Plan, evaluating above documents.
<ul style="list-style-type: none"> ▪ CHIP/CHA 	Jenna Levine		<p><u>Report on CHA Activities</u></p> <ul style="list-style-type: none"> • Community Health Assessment Survey Updates The Community Health Assessment Survey is currently in progress. <ul style="list-style-type: none"> ○ Approx. 1400 responses so far. ○ Initial responses indicate top health concerns are alcohol, drug, and tobacco use. ○ Underrepresented populations include men, 18-24 yoa, 65+, low income, minorities, and/or education less than college. ○ Scott Sjoblom offered to contact City of Bartow to promote the survey via a distribution list they keep for the African-American community. ○ Underrepresented cities include Davenport, Frostproof, Mulberry, and Polk City. Tammy Durden offered to ask School Health Nurses to promote the survey in those areas and to speak to Jennifer Brandow about promotion among communities working on PODs and other staff about the TB outreach event tonight. ○ Thanks go to the Haines City and Specialty Care clinics for extra effort in distributing the surveys to our clients. ○ Next Community Health Assessment Conference Call is tomorrow, 10:30am-12:00pm, 888-585-9008, #140-994-406. • Annual/New Cycle Review of Following Documents: <ul style="list-style-type: none"> ○ 2015 CHA, Revised September 2018 <ul style="list-style-type: none"> ▪ Revisions and updates are marked in the document body with asterisks. New data

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			<p>updates are included in Appendix A through J (Pages 72-123). Items marked with green represent most current data available. Items marked in orange indicate disparities.</p> <ul style="list-style-type: none"> ▪ In the next rendition of the CHA, we are planning to update the data on an annual basis, publishing the results to the internal and external website to share with the community. ○ 2016-2020 CHIP, Revised August 2018 <ul style="list-style-type: none"> ▪ Goals, strategies and objectives have been marked within the document as either Revised, Reviewed, or Added. ○ <i>Note: An overview of CHIP Revisions and Additions were included as an appendix in the 2017-2018 CHIP Annual Progress Report, March 2019 (below), pgs. 17-25.</i> ▪ Strategy 1.1.1 revised from “Engage primary care providers to promote healthy weight in children” to “Create continuity of messaging across pediatric settings.” New goals include increased participation in 5210 programs. ▪ Strategy 1.3.1 “Engage local government leaders to prioritize money for sidewalks and in turn ensure the location and placement are on collector roads within a one-mile radius of schools.” Included a discussion of the county’s GIS map and whether this item could be made available to FDOH staff. Taylor Freeman to share county GIS contact information to reach out and explore the option. ▪ Strategic Priority 3 renamed “Healthy Babies” from “Infant Mortality.”

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			<ul style="list-style-type: none"> ▪ Strategy 3.1.1 revised. New goal set, “By June 30, 2019, increase the percentage of women participating in Healthy Start and WIC programs by 5%.” ▪ Strategy 3.5 completed (“Engage local hospitals to pursue Baby Friendly Status per the Healthiest Weight and Florida Healthy Babies workplans”). ▪ Remaining three strategies have revised targets: <ul style="list-style-type: none"> ○ 3.2 “Promote safe sleep practices”—By June 30, 2020, reduce sleep-related deaths (Baseline: 23.3%, Target: 13.0%) ○ 3.3 “Promote breastfeeding initiation among women enrolled in WIC in Polk County,” – By June 30, 2019, increase the percentage of mothers who are breastfeeding (Baseline: 84.1%, Target: 85.0%); and ○ 3.4 “Promote community advocacy within Polk zip codes with the highest risk of infant mortality” – By June 30, 2019, coordinate a community empowerment event to garner community buy-in (Baseline: 0, Target: 1). ○ New section added to the CHIP, Strategic Priority 4: Injury Prevention. <ul style="list-style-type: none"> ▪ 4.1 Added, “Reduce the rate of drowning fatalities in children <5.” (Baseline: 7.6, Target: 6.0) ▪ 4.2 Added, “Reduce the rate of pedestrian and bicycle fatalities.” (Baseline: 67.4, Target: 60)

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			<ul style="list-style-type: none"> ▪ 4.3 Added, “Reduce the rate of falls-related deaths among adults aged 65+.” (Baseline: 47.3, target 44). ○ 2017-2018 CHIP Annual Progress Report, March 2019 <ul style="list-style-type: none"> ▪ Review of above revisions was completed. ▪ Accomplishments for the 2017-2018 period can be found in this document, pages 26-27. ○ DOH Performance Standards Checklist for CHA & CHIP, evaluating above documents. <ul style="list-style-type: none"> ▪ All expectations for these performance standards were completely met except for the below: <ul style="list-style-type: none"> ○ Expectation 6 - Limited: Regular meetings or communications with partners. This process will begin with the CHA workgroup/cohort which convened in October 2018 at the start of this new CHA cycle. ○ Expectation 8 - Mostly: Ongoing process to refresh data and share with partners. While we have updated data within our CHA, we plan to improve this process and to have a minimum annual meeting with the CHA workgroup and other community partners. ○ Expectation 13 - Mostly: Include in CHA factors contributing to special population health challenges. This was covered in our 2015 CHA, but we plan to expand our discussion of health equity in the next cycle. ○ Expectation 14 – Mostly: Community review and contribution to information and assessment provided. This was not

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
			<p>documented in our 2015 CHA, though we have presented these findings in various community meetings to gain community input and planning support.</p> <ul style="list-style-type: none"> ○ Expectation 16 – Mostly: Data and Information from health assessments. We will be updating this annually and sharing with CHIP teams. ○ Expectation 17 – Mostly: Identify stakeholder’s priority health issues and themes. We are planning to expand on our community’s definition of “health” in the next CHA cycle. ○ Expectation 24 – Mostly: Designate responsible strategy owners by name and describe method of accountability. Currently, responsible owners are identified by organizations vs. individuals. This will be written into the new CHA.
<ul style="list-style-type: none"> ▪ Strategic Plan 	Jenna Levine		<p><u>Report on Strategic Plan Activities</u></p> <ul style="list-style-type: none"> • Annual/New Cycle Review of Following Documents: <ul style="list-style-type: none"> ○ 2018-2019 Strategic Plan Annual Report, March 2019 <ul style="list-style-type: none"> ▪ A new planning cycle (2019-2022) began May 2018; only five objectives remained from the 2016-2018 plan. Four were retained for the new cycle. ▪ Healthy Mothers and Babies - RETAINED <ul style="list-style-type: none"> ○ Strategy 1 – Reduce racial disparity in infant mortality; Reduce 3-year rolling average black infant mortality rate (Baseline: 10.8, Target: 9.8)

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
			<ul style="list-style-type: none"> ○ Strategy 2 – Reduce births to teens; Reduce 3-year rolling average of birth to teens (Baseline: 36.4, Target: 32.0) ▪ Readiness for Emerging Health – Not Retained ○ Strategy 1 – Reduce HIV and STD prevalence; Complete 90% of objectives in the 2015 Young Adult STI Prevention Project; Phase one completed. ▪ Effective Agency Processes - RETAINED ○ Strategy 1 – Ensure efficient agency operations; Maintain CS and SES annual employee retention rate (Baseline: 78.4%; Target: 85%) ○ Strategy 1 - Ensure efficient agency operations; Increase the ACEHS Annual Score (Baseline: 86%, Target: 90%). ○ 2019-2022 Strategic Plan (New Cycle), March 2019 <ul style="list-style-type: none"> ▪ Twenty-five objectives were developed for the new Strategic Planning cycle. Two objectives have already been completed. ○ Health Equity – 4 objectives <ul style="list-style-type: none"> ▪ Reduce racial disparity in infant mortality (carryover) ▪ Reduce births to teens (carryover) ▪ Provide education for health equity and social determinants of health ▪ Eliminate health gaps between different communities (PACE-EH) ○ Long, Healthy Life – 9 objectives <ul style="list-style-type: none"> ▪ Reduce cancer risk ▪ Increase mammogram referrals; discussion occurred during meeting to

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			<p>revise this goal to “Increase screening mammogram rate,” change client ages to 50-60, revise mammograms to 1 year, change the baseline to 39%, and change the target to 45%; questions were asked about the EHR/CQM0031 report searching for one- or two-years medical history per each visit.</p> <ul style="list-style-type: none"> ▪ Improve healthy weight in children (3 objectives) <ul style="list-style-type: none"> ○ 5-2-1-0 prescriptions ○ 5-2-1-0 school health curriculum ○ Breastfeeding training ▪ Improve oral health in children ▪ Reduce prevalence of HIV/AIDS ▪ Promote tobacco cessation ▪ Increase childhood vaccinations ○ Readiness for Emerging Health Threats – 4 objectives <ul style="list-style-type: none"> ▪ Increase vaccination in adults (2 objectives) <ul style="list-style-type: none"> ○ Influenza vaccination outreach events - COMPLETE ○ Hepatitis B vaccination for clients with HIV ▪ Increase agency and community readiness for emerging health threats. ▪ Increase preparedness for emerging public health threats. ○ Effective Agency Processes – 8 objectives

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
			<ul style="list-style-type: none"> ▪ Ensure effective agency operations (2 objectives) <ul style="list-style-type: none"> ○ Employee Retention Rate ○ ACEHS ▪ Ensure CHD is functioning within its annual operating budget ▪ Product and implement a workforce development plan ▪ Conduct a community health assessment (CHA) ▪ Develop, implement, and monitor a community health improvement plan (CHIP) ▪ Establish a culture of quality using evidence-based strategies (2 objectives) <ul style="list-style-type: none"> ○ Submit one TaxWatch Productivity Award nomination – COMPLETE ○ Implement a Quality Improvement Plan meeting PHAB requirements and produce an annual progress report. ○ DOH Performance Standards Checklist for Strategic Plan, evaluating above documents. <ul style="list-style-type: none"> ▪ All expectations for these performance standards were completely met except for the below: <ul style="list-style-type: none"> ○ Expectation 27 - Mostly: The plan includes a description of how targets were monitored. This will be included in the new cycle. ○ Expectation 30 – Mostly: Action plans for each objective. This is being finalized.

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
<ul style="list-style-type: none"> Quality Improvement 	Sylvie Grimes		<p><u>Report on QI Activities</u></p> <ul style="list-style-type: none"> QI 102 Polk Course on 3/29 has been moved to April 26th, 1:00-4:00, 3rd Floor Conference Room, Bartow, due to lack of students to meet minimum class requirements on March 29th. 2019 Updated QI Training Calendar <ul style="list-style-type: none"> QI 101, Polk, 01/07 (Complete) QI 101, Pasco 01/31 (Complete) QI 101 Lite (1 Hour for All Staff), Pasco, 03/15 (Complete) QI 101 Hardee (2 sessions), 03/26 QI 102, Hardee 04/09 QI 101, Polk 04/12 QI 102, Polk 04/26
<ul style="list-style-type: none"> Workforce Development 	Scott Sjoblom		<p><u>Report on Workforce Development Activities</u></p> <ul style="list-style-type: none"> Current template divides staff into tiers for training: management, supervisor, and front-line staff Working on identifying types of training for each tier. Template is very specific in what we must include. Would like to restart the twice a year leadership development training. We have been hearing talk about submission deadline for WFD Plan moving to December.
Other Topics			
<ul style="list-style-type: none"> Recognition of Improved Performance/Upcoming Events and Opportunities 			<p><u>Upcoming Awards and Recognition Opportunities</u></p> <ul style="list-style-type: none"> 2019 TaxWatch Productivity Award Nominations <ul style="list-style-type: none"> Immunizations; VaxCare Environmental Health; Networkfleet GIS Lakeland Core; STD Access to Care 2019 NACCHO presenters notified, April 30th.

Topic	Lead	Time	Summary of Key Points, Decisions & Action Items
			<u>Upcoming Conferences and Training</u> <ul style="list-style-type: none"> ○ NAHQ/FAHQ, Florida Association for Healthcare Quality Annual Conference in Kissimmee, April 30-May 3rd. ○ NNPHI Public Health Improvement Training, New Orleans, June 12-13. ○ NACCHO Annual Conference, Orlando, July 9-11.
<ul style="list-style-type: none"> ▪ Adjourn / Next Meeting 		10:00 AM	<p>Meeting adjourned at 9:58 AM.</p> <p>Next Meeting Thursday, May 16th, 3rd Floor Conference Room, Bartow Administration Building.</p> <p>Reminder of PMC Meeting on Thursday, June 27th, 8:30-10:00. (Meeting will be mid-year check-in on all plan progress towards goals.)</p>

ATTENDANCE:

Name	Title	Position/Role	Check Box if Present
Dr. Joy L. Jackson	Health Officer	Health Officer (Chair)	<input checked="" type="checkbox"/>
Sonny Register	Assistant County Health Department Director	Senior Leadership Team	<input checked="" type="checkbox"/>
Tammy Durden	Community Health Nursing Director	Senior Leadership Team, Strategic Plan Lead	<input checked="" type="checkbox"/>
Cynthia Goldstein	Environmental Administrator	Senior Leadership Team	<input type="checkbox"/>
Doug Harvey	Senior Public Health Services Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
Scott Sjoblom	Senior Management Analyst II	Senior Leadership Team, Workforce Development Lead	<input checked="" type="checkbox"/>




Suzanne Wright	Public Health Services Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
Jenna Levine	Health Educator Consultant	CHIP/CHA Lead	<input checked="" type="checkbox"/>
Taylor Freeman	Health Educator Consultant	Accreditation Lead	<input checked="" type="checkbox"/>
Sylvie Grimes	Government Analyst II	QI Plan Lead, PMQI Champion	<input checked="" type="checkbox"/>
Ginger Williams	Staff Assistant	Scribe	<input type="checkbox"/>
Joanna Fowler	Staff Development & Training Consultant	Guest	<input checked="" type="checkbox"/>
Beverly Dodson	Registered Nursing Consultant	Guest	<input type="checkbox"/>

Part 2: Planning and Tracking

	8/2/2018	9/20/2018	11/15/2018	1/17/2019	3/21/2019	5/16/2019	7/18/2019	9/19/2019	11/21/2019	1/16/2020	3/19/2020	5/16/2019	7/18/2019	9/19/2019	11/21/2019
Item-light gray/white rows															
PMQI Consortia Team Update (Quarterly)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP/CHA Performance Review (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP/CHA Annual Progress Report (Annually by March)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP/CHA Development or Revision (As Revisions Occur – Min Annually)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Plan Performance Review (Quarterly)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Plan Annual Progress Report (Annually by March)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Plan Development or Revision (As Revisions Occur – Min Annually)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Improvement Plan Performance Review (Quarterly)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>









	8/2/2018	9/20/2018	11/15/2018	1/17/2019	3/21/2019	5/16/2019	7/18/2019	9/19/2019	11/21/2019	1/16/2020	3/19/2020	5/16/2019	7/18/2019	9/19/2019	11/21/2019
Item-light gray/white rows															
Quality Improvement Plan Annual Progress Report (Annually by September)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Improvement Plan Development or Revision (As Revisions Occur – Min Annually)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Development Plan Performance Review (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Development Plan Development or Revision (As Revisions Occur – Min Annually)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Management Council Assessment (Annually – By TBD)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: Previous Action Items

Action Item	Person(s) Responsible	Date Assigned	Due Date	Status
<ul style="list-style-type: none"> Meet individually with Accreditation Champions to review deliverables. 	Taylor Freeman	08/02/2018	03/30/2019	Complete 
<ul style="list-style-type: none"> Prioritize and select 2019-2021 Strategic Plan objectives 	Jenna Levine	08/02/2018	03/30/2019	Complete 
<ul style="list-style-type: none"> Design tracking matrix for “5 plans” objectives by responsible party and due date. 	Sylvie Grimes	08/02/2018	06/30/2019	On Hold / Waiting on Final Plan Drafts 

Part 4: New Action Items

Action Item	Person(s) Responsible	Date Assigned	Due Date	Status	
▪ Notify Jennifer Brandow and Vivian Hartzell of invitation to April 16 PMQI Meeting for EOP Coverage.	Sylvie Grimes	03/21/2019	04/16/2019	Complete	●
▪ Send PDF of Polk Community Health Survey to Scott Sjoblom for dissemination to community contacts of under-represented populations.	Taylor Freeman	03/21/2019	04/15/2019	On Track	●
▪ Contact Bartow City clerk for access to Distribution List for African American contacts in the community.	Scott Sjoblom	03/21/2019	04/15/2019	On Track	●
▪ Speak to Jennifer Brandow about distributing the Community Health Survey to community contacts for event on 03/21.	Tammy Durden	03/21/2019	03/21/2019	On Track	●
▪ Speak to School Health Staff in cities with underrepresentation for the Community Health Survey to encourage participation.	Tammy Durden	03/21/2019	04/15/2019	On Track	●
▪ Plan celebration for Winter Haven's Baby Friendly designation	Suzanne Wright/Christine Smith	03/21/2019	TBD	On Track	●
▪ Send invitation to PMC members for QI 102 Course on 04/26	Sylvie Grimes	03/21/2019	03/21/2019	On Track	●
▪ Send invitation to all staff on Bartow campus (travel restrictions) for QI 101 Course on 04/12.	Sylvie Grimes	03/21/2019	03/21/2019	On Track	●
▪ Share GIS Contact at Polk Vision for Polk County GIS Infrastructure map.	Taylor Freeman	03/21/2019	03/21/2019	Complete	●
▪ Update Strategic Plan Objective 2.2 from "mammogram referrals" to "screening mammograms," change baseline from "40.6%" to "35%," and set target at 40%.	Jenna Levine	03/21/2019	03/31/2019	On Track	●

Action Item	Person(s) Responsible	Date Assigned	Due Date	Status	
<ul style="list-style-type: none"> Check with Karen Harrington at the Office of Performance Improvement to discover whether EHR CQM0031 Breast Cancer report is pulling mammograms for 1 or 2 years. (Data showing 1 year, report criteria says 2). 	Sylvie Grimes	03/21/2019	05/16/2019	On Track	
<ul style="list-style-type: none"> Complete and submit minutes for today's PMC to share in plan addendums. (PMC Annual Review.) 	Sylvie Grimes	03/21/2019	03/28/2019	Complete	
<ul style="list-style-type: none"> Add PMC meeting minutes showing annual review in plans and annual reports (due on March 31st). 	Jenna Levine	03/21/2019	03/31/2019	On Track	
<ul style="list-style-type: none"> Design tracking matrix for "5 plans" objectives by responsible party and due date. 	Sylvie Grimes	08/02/2018	06/30/2019	On Hold / Awaiting Final Plan Drafts	
<ul style="list-style-type: none"> Post latest CHIP, CHA, Strategic Plan and Annual Reports to Internal SharePoint. 	Sylvie Grimes	03/21/2019	03/31/2019	On Track / Partially Met	
<ul style="list-style-type: none"> Post latest CHIP, CHA, Strategic Plan and Annual Reports to external website. 	Scott Sjoblom	03/21/2019	03/31/2019	On Track	
<ul style="list-style-type: none"> Send Dr. Jackson information on ToP training and approval for travel by County Health Systems. 	Sylvie Grimes	03/21/2019	03/21/2019	Complete	
<ul style="list-style-type: none"> Set up demonstration and overview of Networkfleet system for PMC. <i>(After meeting note: PMC Meeting May 16th, 9:30-10am)</i> 	Sylvie Grimes	03/21/2019	05/16/2019	Complete/ Scheduled	
<ul style="list-style-type: none"> Meet with Plan Champions to discuss development of a communications campaign for the 6-pack to internal staff. 	Scott Sjoblom	03/21/2019	05/16/2019	On Track	